

THE ORGANIZATIONS SET UP FOR
THE CONTROL OF MISSION UNION
HIGHER EDUCATIONAL
INSTITUTIONS

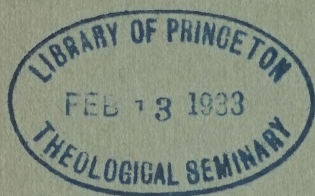
by

RALPH DILLINGHAM WELLONS

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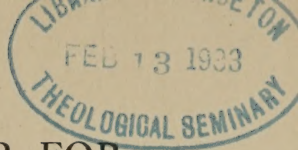
THE ORGANIZATIONS SET UP FOR
THE CONTROL OF MISSION UNION
HIGHER EDUCATIONAL
INSTITUTIONS

by ✓

RALPH DILLINGHAM WELLONS

Submitted in partial fulfillment
of the requirements for the degree of
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in the
FACULTY OF PHILOSOPHY, COLUMBIA UNIVERSITY

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PREFACE

The suggestion of this study originated with some of those who are responsible for Union Institutions on the Mission Field, and who desired to learn the best plans and policies to be adopted for the strengthening of existing institutions or in the establishment of others. At an informal meeting of a number of representatives of various Union Colleges in Asia, held in New York City on January 16, 1924, the following statement was adopted:

"There might well be assembled by correspondence and personal conference at the home base, and by study of records and documents, data for a statement of the history of union missionary institutions in the foreign lands and a description of their distinctive processes as cooperating enterprises, giving a clear analysis of the essential facts of their development with a view to helpful guidance of these institutions and their cooperating bodies for further development along those lines."

This action and various other suggestions were reported to the meeting of the Committee of the International Missionary Council in January, 1925, and that Committee "agreed to authorize its officers to proceed with the study of these union institutions conferring with the national missionary organizations as may be necessary." In accordance with this minute the proposal was brought before the Committee of Reference and Counsel of the Foreign Missions Conference of North America at its meeting on February 26, 1925, when the proposed study was approved and the Committee authorized its Chairman to appoint a Committee to act in this matter with the Officers of the International Missionary Council.

This sub-committee appointed by the Committee of Reference and Counsel on April 24, 1925, adopted the following minute:

"Whereas union educational institutions have been established in several mission fields under varying conditions and with various forms of organization, and whereas it has been thought by those interested in such union enterprises that information regarding the experience of others engaged in similar work should be helpful to them: *Resolved*, That the purpose of this Committee is to study the aims, history, organization, equipment, financing and efficiency of union educational institutions of all grades in certain mission fields, and that a limited number of non-union enterprises

of similar character in the same fields be studied for purposes of a comparison of methods and results which may prove helpful to those responsible for the administration of union institutions."

Through the generous financial assistance of the Institute of Social and Religious Research in New York City, and with the approval of the Board of Foreign Missions of the Methodist Episcopal Church under whose auspices he had been an educational missionary in India, the Committee obtained the services for one year of Professor Ralph D. Wellons, formerly Vice-Principal of Lucknow Christian College in India. Professor Wellons enrolled himself as a graduate student in Teachers College, Columbia University, and his work was under their direct supervision. His study is based upon materials reporting the situation up to January, 1926. Any changes that may have taken place after that date are not included in this study.

The limitations of time restricted the scope of this study. Various circumstances made it impossible to extend the inquiry to those engaged in the work of these institutions, as members either of the Boards of Managers or of Faculties. These necessary limitations should be remembered in reading this report.

Professor Wellons alone is responsible for this report, which is printed as prepared by him. The observations and conclusions which it contains have not been formally considered by any of the Committees mentioned above, nor are they based on any judgments expressed by these Committees. Much credit is due to Professor Wellons for the thoroughness and painstaking care with which he has gathered and arranged the facts within the scope of this study. The Committee appointed by the Committee of Reference and Counsel believes that the report presents valuable information which should be made available to the members of the Boards responsible for, or interested in, the administration of these union institutions, and has therefore arranged for the publication of it.

(SIGNED) FRANK MASON NORTH,
*Chairman of the Committees on Union Institutions, appointed by
the Committee of Reference and Counsel.*

A. L. WARNSHUIS,
Secretary of the International Missionary Council.

New York City,
January 5, 1927.

AUTHOR'S PREFACE

This study was undertaken at the request of the International Missionary Council with the hope that it would help to make the work of the administrators of Mission Union Universities and Colleges more satisfactory, both to themselves and to all those who have at heart the welfare of higher education on the mission field. The building of the Organizations for the control of most of these union institutions has gone on during the last twenty years under the guidance of persons who have had little time to give to a consideration of the fundamental principles underlying the creation of such structures. It is felt by many who are responsible for the conduct and further development of mission union colleges that there is need for a concise statement of the nature of the Organizations set up for the control of mission union higher educational institutions, as well as an attempt to evaluate the various types discovered.

Part I of the study presents a statement of the factors which influence the character of the problem of the control of mission union higher educational institutions. In Part II the Organizations set up for the control of the seventeen institutions are described in detail, and the assignments of certain major functions are noted in each Organization. The significance of the five types of Organizations described in Part II is given in Part III with special reference to certain fundamental functions.

Grateful acknowledgement is made of the assistance rendered by the many persons who have made this study possible. In particular I am indebted:

To Professor E. S. Evenden, Professor W. F. Russell and Director R. J. Leonard of Teachers College, Columbia University.

To Dr. A. L. Warnshuis, Secretary of the International Missionary Council, and to Dr. Frank Mason North, chairman, and the other members of the special committee under whose general supervision the study was made.

To Dr. Eric M. North, Secretary of the China Union Universities Committee.

To the executive officers of the many missionary organizations who have given me access to their records.

To a large number of missionaries including not a few presidents and professors of mission colleges.

To Mr. Galen M. Fisher, Executive Secretary of the Institute of Social and Religious Research, who contributed largely from his rich experiences in the field of Missionary and Religious Education.

And finally to the Institute of Social and Religious Research, who provided the funds which made the study possible.

R. D. W.

Yonkers, New York.

June 30, 1926.

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PART I.

INTRODUCTION

CHAPTER

- I. The Nature of the Problem of the Control of Mission Union
Higher Educational Institutions
- II. Method and Definitions

CHAPTER I

THE NATURE OF THE PROBLEM OF THE CONTROL OF MISSION UNION HIGHER EDUCATIONAL IN- STITUTIONS

Life History of Mission Union Educational Institutions. The early life history of a mission school is closely related to the evangelistic work of the mission. Very early in his career the pioneer missionary turns his attention to the children, and opens a school in which he gives the pupils religious instruction, and teaches them to read and write and count. This is the beginning of the elementary school. The school soon grows into a middle school,* for some of the non-Christian pupils ask for more education, and with the increase in the work the Christian pupils being trained are given more time in school. From the middle school it is an easy step to the secondary school, though the latter may possibly come about by sending pupils, mostly Christian, from a number of scattered middle schools, to a central boarding school.

From this point onward three possible courses of procedure present themselves. A chief characteristic of the Christian missionary is to have an eagerness to give to the people among whom he is working the best that he knows. He covets for the people the opportunity to have the next succeeding higher form of education. If the educational system of the country is not too far advanced, the missionary may be able to procure gifts through his mission which will make it possible for him to establish a very satisfactory college and maintain it as a pioneer in the field of higher education. The college may hold this place of leadership for many years, but eventually the time comes when contributions from the mission fail to keep step with the rapid growth of education within the country. The Government of the country, with its tremendous resources, establishes universities that eclipse the mission college maintained by the one denomination. The non-Christian students attend the Christian school only when it is decidedly superior. Christian students may attend the Christian

* The middle school corresponds roughly to the fifth, sixth, seventh and eighth grades in the United States. In China and Japan these grades are known as the Higher Primary School, and there the middle school corresponds to the American High School.

school, but if it is a poor one they will prefer the good Government institution. The college must either close its doors, reduce the scope of its work and do well what it attempts, or seek funds with which to maintain its place as a pioneer in the field of higher education, offering the very best that education has to give to the people. It can expect no further help from its own mission. It can expect little, if any, help from Government. Its own graduates are not in a position financially to help it. The college must seek the assistance of those groups interested in work of a similar kind and having the same ultimate purpose,—that is, the invitation must be extended to other missions to cooperate with the mission which has brought the college thus far, in order that the largest possible contribution can be made not only to the Christian community already established, but to the community in general.

A very good illustration of this first form of procedure in creating a mission union college is found in the Isabella Thoburn College. This institution had its beginning in a little mud-walled hut in Lucknow, India, in 1870, when Miss Isabella Thoburn gathered together six children for her first experiment in organizing a school in India. Soon it grew into a boarding school, then into a high school, and then, in 1866, into a college, from which date it was maintained by the mission of the Methodist Episcopal Church until the year 1918, when the Board of Foreign Missions of the Presbyterian Church in the U. S. A. accepted an invitation to join in the support of the institution.

A second form of procedure in creating a mission union university is that in which several missions join together in adding a college to an existing secondary school, each mission having developed independently its own middle or secondary school. For one mission to undertake to train its own leaders, when the candidates are relatively few in number, proves a heavy burden because of the cost of higher education. Thus each of the missions within the area is confronted at about the same time with the problem of giving higher education to its prospective leaders. It is but the logical sequence of all this that the missions should pool their outlays for higher education and build a college or university on top of one of the existing secondary schools. Or they may set up the new institution entirely independent of the existing schools as far as a site is concerned. An example of such a form of procedure is found in the case of West China Union

University. The missions in West China had developed schools independently, but in order to take advantage of the opportunity offered by the educational awakening in the Chinese Empire in 1906, they decided that they must unite, especially in the higher branches of learning. A site was purchased for this union effort in 1908, a union middle school was opened in 1909, and university teaching began in 1910.*

The amalgamation of several mission colleges to form a university is a third type of procedure in creating a union college. In this instance each of the missions at work in a given area has first founded its own denominational college and later finds it advisable to discontinue this college and unite in a union enterprise. The development of Peking University is a good example of this type of growth. This university has within its composition the following colleges, each of which ceased to exist—with one exception—when they became a part of the new union university: the old Peking University under the Methodist Mission and incorporated as a university in 1888; the North China College, located at Tungchow, which had developed gradually from a small school for boys established in 1867 by the American Board Mission, into a college in 1890, and when the London Mission and the Presbyterian Mission joined with the American Board in adding a Theological Seminary to the college in 1904, the institution was moved to Peking and its name changed to the North China Union College; and the North China Union College for Women established in 1905.

To summarize, the three methods by which mission union higher educational institutions come into existence are:

1. A mission having developed a college of its own, invites other missions to join with it when expansion becomes necessary.
2. Several missions unite in adding a college to an existing secondary school, each mission having developed its own elementary and, perhaps, secondary schools.
3. The amalgamation of several mission colleges to form a union university.

The Extent of Mission Union Educational Institutions. There were on January 1, 1926, 113 mission union educational institutions of all grades. The list of such institutions given in appendix A at the close of this study is as nearly complete as it is possible for a list to be. It has been checked by the secretaries of mission-

* West China Union University, Annual Announcement, 1922-1923, p. 2.

ary organizations in America and Europe, as well as by missionaries from the various fields. These 113 union institutions are in fifteen different countries.* Seventy different missionary organizations† contribute in some form or other to the work of these 113 institutions. Thirteen of these seventy organizations each cooperate in thirteen or more union institutions. The Board of Foreign Missions of the Presbyterian Church in the U. S. A. is engaged in union work in forty-eight different institutions. The Board of Foreign Missions of the Methodist Episcopal Church ranks second with cooperation in forty different unions. More than half of the missionary organizations cooperating in union educational work cooperate in less than three unions, and 40% of them unite in only one institution. Thus we find that a few missionary organizations engage in work in a large number of unions, but the great majority unite with other organizations less frequently for educational work.

The headquarters of the seventy missionary organizations which cooperate in these 113 unions are located in eighteen different countries distributed as shown in table III of appendix D. Of these organizations 44% are located in the United States; 19% in England; Scotland, Australia, and India each have 4.3%, while the same percentage is made up by those which are international in character; Canada and Sweden each have 2.8%; and the remaining 18% are located in ten different countries. It is worth noting that seven of the seventy cooperating organizations are located in countries in which mission work is being carried on.

Fifty-five of the 113 unions, or 49%, are made up of missionary organizations all located within one country. Thirteen of the unions, or 11%, are international in their composition, though all the organizations cooperating in them are on the same continent. Forty-five of the unions, or 40%, are inter-continental in their composition. The fact that some of the organizations which cooperate in a union institution are located in separate countries, though on the same continent, does not occasion so much difficulty in control and management as in the cases of those in which some of the organizations are located in different countries and on different continents. Yet we find here that 40% of the unions are inter-continental in their composition and only 11% are international but continental.

* For the complete distribution see table I, appendix D.

† For the complete list see appendix B.

Twenty-four of the 113 unions are family unions; that is, they are made up of organizations bearing the same denominational name. These are distributed as follows: Presbyterian, 7; Baptist, 5; Methodist, 5; Lutheran, 2; Anglican, 2; Church of Scotland, 2; and Swedish, 1. With only one exception these are unions of only two organizations, the exception being a union of four different Presbyterian organizations. Altogether there are sixty-one unions made up of two organizations each, and these family two-organization unions make up 38% of this total.

It will be seen from table IV of appendix D that the unions range in size from two cooperating organizations, the most frequent number, to twelve, with the exception that there is no union having ten organizations cooperating. In this study the women's work and the general work of a single denomination have been considered as one unit. More than half of the unions are made up of only two organizations uniting. Three-fourths of the unions have not more than four organizations cooperating in them, while only three of the whole number have more than eight organizations cooperating in them. Table V of appendix D gives those eleven union institutions each of which has more than six organizations cooperating in it. With two exceptions, these eleven institutions are located in China and India. Union work on a large scale is popular not only in certain countries, but also in certain cities of certain countries. Where a number of organizations unite to maintain one union institution they find it easy to unite with the same or other organizations to carry on work in still another union institution. For instance, of the six of these eleven institutions just referred to in India, three are in Madras, two in Vellore, and one in Ludhiana. Four of the six are institutions for the education of women, and of these the institution having the largest number of cooperating organizations is a college for women.

A union educational institution may carry on work in one or more types of schools. These 113 union institutions maintain 153 different schools. In appendix C will be found the number of each type of school maintained by each of the seventy organizations cooperating in these unions. Table VI in appendix D presents the number of organizations cooperating in each type of school. More missionary organizations unite with some other missionary organization for maintaining a Theological or Bible School than for any other type of school. Three-fourths of all the

organizations engaged in union work consider it worth their while to unite with some other organization for work in Theology or Bible training. Over half of the organizations unite to carry on work in some form of higher education, while slightly less than half unite with some other organization to maintain a high or middle school, or both. Over a third of them are united with some organization in the field of medical education and the same number unite to give teacher training. Union schools engaged in elementary education, nurses training, and kindergarten work claim the attention of 27%, 24%, and 16% respectively of all organizations engaged in educational work.

In table VII of appendix D we have the number of each type of school maintained by the 113 unions, there being a total of 153. Theological or Bible schools occur most frequently. Seventy-two per cent of all the schools maintained by union effort are theological and Bible, high and middle, and college and university grade; 10% are for teacher training; and only 18% are given over to the other four types of schools.

A union of three cooperating organizations is not as popular as a union of either four or five. If the union is to include more than two cooperating organizations the prevailing practice is to have either four or five rather than three. This is particularly true for teacher training institutions, medical, and nurses' training schools. The relation of the size of the union to the number of types of school maintained by any one union is indicated by a correlation coefficient of .16 with a P. E. of .06. This coefficient is so low that it indicates no correlation, though it might be said that there is a slight tendency for the number of types of school maintained by any one union to vary directly with the size of the union. However, if we drop from our table (see table IX of appendix D) those three extreme cases represented in the one institution having twelve cooperating organizations and maintaining one type of school, the one having eleven cooperating organizations and maintaining four types of schools and the one having five cooperating organizations and maintaining six types of schools, all of which are extremes, we then find a correlation coefficient of only .02, with the same P. E. as above. This means that there is no relation between the size of the union and the number of types of school maintained by it. There is no basis for a scientific guess as to the number of schools maintained by an institution even if one knows the number of organizations which cooperate in it.

Of those 88 union institutions which maintain only one type of school, 36 are theological or Bible schools, 18 are high or middle schools, 16 are colleges or universities, 8 are teacher training schools, 5 are medical schools, 3 are elementary schools, and 2 are nurses' training schools.

In table X of appendix D it will be seen that China has the largest number of institutions and also the largest number of schools. For each union institution China has 1.7 schools, this ratio is exceeded only by the Philippine Islands, where for every union institution there are 2.3 schools. Japan has an average of 1.6 schools in the seven union institutions in the country. In India the Union institutions have an average of 1.4 schools. Korea has an average of 1.2 schools in the twelve institutions in the country. With slight variation those countries which have the largest number of union institutions have the largest number of schools per union.

Union vs. Cooperation in Mission Educational Institutions. There is a marked difference between *union* and *cooperation* in carrying on the work of an educational institution. By union we mean entering into an agreement by compact. The organization thus created becomes, in the case of mission higher educational institutions, either an organic or a federative unit, more frequently the former than the latter. By means of the compact the parties to it surrender whatever rights, privileges, and powers or authority they have, to a central *representative* group, which assumes full control of the new enterprise thus created. The various parties to the contract, however, retain the right of withdrawal, with due notice, if conditions no longer warrant their remaining in the union. Contracting parties to a union have a voice through their representative in the control of the institution.

Cooperation does not imply any such right to share in the control. Some missionary higher educational institutions operate under a Board of Trustees which is self-perpetuating. Missionary organizations may contribute in both money and personnel to the support of such institutions, but still have no voice in the control. Under such an arrangement a missionary organization has the same relation to the Governing Board that any donor may have.*

* "N. E. Reporter (U. S. A.)," Vol. 148, pp. 99 ff. Trustees of Andover Theological Seminary *v.* Visitors of Theological Institution in Phillips Academy in Andover. Court held that the first donors for the establishment of the Theological Seminary were the founders in the technical sense and that the

An interesting mixture of union and cooperation is to be seen in the case of the American University at Cairo, where the charter provides that before election of members by the Board of Trustees themselves, "not less than eleven or more than fourteen of the total number shall be persons, some of them approved by the Board of Foreign Missions of the United Presbyterian Church of North America, and others approved by the Board of Foreign Missions of the Reformed Church in America."* The reason for the provision is to be found in the desire to safeguard the Christian purposes for which the institution was founded. There is some difference of opinion as to the necessity for such a safeguard. Neither the American University at Beirut nor Canton Christian College have any such provision though each has a self-perpetuating board of control.

The present study is concerned with those institutions which are distinctly union. The term "cooperating" may be used frequently but always with reference to the type of relationship implied in a union.

The International Element in the Control of Mission Union Higher Educational Institutions. Two aspects of international relationships are involved in the control of mission union higher educational institutions. In the first place, the fact that missionary organizations from more than one country cooperate in some educational institutions creates a problem in setting up the organizations for the control of the institutions, especially in the case of those institutions having Boards of Governors in the home land. Secondly, an international element is introduced by the very fact that the institution is conducted under "foreign" mission auspices; contacts between the nationals of different countries are thus inevitable.

The problem created by the first of these two aspects, viz., cooperation on the part of missionary organizations located in different countries, is handled in various ways. In the case of the

founder of a charity may fix and define its nature. There is no incompatibility in making gifts to an existing educational corporation and at the same time becoming founders of a new department. Trustees are authorized to receive gifts subject to powers of visitation as donors might impose and trustees accept, though the nature of the institution as declared by the founders is the single end to be sought. When the purpose of a charity has become impracticable of execution, it may be directed into other channels under the doctrine of *cy pres*. *Cy pres* can be administered only by court of equity, not by managers of a charity.

* Articles of Incorporation of the American University at Cairo.

Women's Christian College of Madras the Board of Governors has a British section and an American section. It is so arranged that

"The sections of the Governing Board shall meet at such times and places and shall conduct their proceedings in such manner as each such section shall, from time to time, determine. In the event of a difference of opinion between the two sections, the matter in question shall be determined by a reference to the Governing Board as a whole and the opinion of the majority shall prevail."*

A somewhat different arrangement exists in respect to this same problem in the case of the West China Union University:

"Unless otherwise ordered by the Board, or by the Executive Committee, in each period of four years, two annual meetings shall be held in the United States, one in Canada, and one in England."†

The Board of Governors of Shantung Christian University is "subdivided into a North American section and a British section, and all acts done concurrently by both sections shall have the same force and effect as if done at a meeting of the whole Board.

"The annual general meeting shall be held *ensemble* at such time and place as the Governors may decide. Special *ensemble* meetings may be called by the concurrent action of the two sections."‡

This particular phase of the problem has been a matter of some concern. It has been thought by some that the expense involved in having representatives of Boards of Foreign Missions in England attend meetings in America, or representatives of Boards of Foreign Missions in America attend meetings in England, might be a burden upon the finances of the institution, if it should undertake to bear the expense, or it might keep some mission boards from being represented at meetings if they should have to bear the expenses of their representatives. An examination of the minutes of the meetings of the Board of Governors of West China Union University for a period of five years shows clearly that boards do not send as many representatives to meetings when held across the ocean from the home office. The attendance of American and British representatives at these five meetings was as follows:

* Rules and Regulations of the Women's Christian College of Madras, p. 1.

† By-laws of the Board of Governors, West China Union University, p. 14.

‡ By-laws of the Board of Governors, Shantung Christian University, p. 2.

Year	Place of Meeting	Members Present	
		American (United States and Canada)	British
July, 1920	London.....	4	6
June, 1921	New York.....	10	2
Nov., 1922	Philadelphia.....	11	1
Sept., 1923	Toronto.....	10	3
July, 1924	Birmingham.....	4	5

This aspect of the problem is of little or no significance in the case of Canada and the United States. It costs less in reality for members from Toronto, for instance, to attend a meeting in New York, than it does for members from Chicago to attend the same meeting.

There is much to be gained from the fact that an institution may draw on the experience of members of its Board of Governors resident in more than one country. It adds prestige to the college to be known as an institution of sufficient size, influence and efficiency, as to have Boards of Missions in two or more countries interested in its welfare. One would expect to find this "world atmosphere" much in evidence at the seat of such an institution! It should help to create international-mindedness in both the students and the faculty. And it might well be one of many bonds holding together all the nations whose citizens are connected with the institutions.

The second aspect of the problem raised by the presence of the international element in the control of mission union educational institutions is far more vital than the first. It concerns the matter of indigeneity. It asks the questions, "To what extent does the organization set up for control make possible the college being a component part of the life of the people?" This question at once assumes that the ultimate aim of the missionary organizations with respect to mission union higher educational institutions is complete indigeneity. It is readily admitted that the ultimate aim of missionary organizations with respect to the Church—a body of worshippers—is complete indigeneity.* But when we

* In his book, "Devolution in Mission Administration," published by Fleming H. Revell Company, New York, 1916, Dr. Daniel J. Fleming has examined the legislative history of five leading mission boards, namely the American Board, the Baptist Foreign Missionary Society, the Reformed Church in America, the Presbyterian Church in U. S. A., and the Methodist Episcopal Church. In the case of the first four there is evidence that their ultimate aim is complete indigeneity for the Church. As regards the fifth, "there can be no doubt as to their earnest desire that India should attain financial and evangelistic independence, but the Board of Foreign Missions has no definite policy in regard to ecclesiastical and administrative independence," p. 79.

attempt to carry this argument over into the field of mission colleges we may well pause and make sure our assumption. Indigeneity with respect to education is set forth in an address by the late President Ernest D. Burton before the conference on Chinese Christian Education held in New York, April 6, 1925.* The arguments advanced by Dr. Burton in support of the idea that mission schools and colleges should be a component part of the life of the people of China are:

1. Christian education is primarily the expression of the Christian spirit. It should be an expression of the spirit of Jesus Christ.

2. The specific purpose of Christian education in any land depends upon the conditions in that land.

3. The fundamental purpose is to make the largest possible contribution to China's welfare.

4. Control by the Chinese, complete control is the goal of our efforts—we are not in China to maintain a Christian movement which is essentially foreign. We are there to make ourselves dispensable as soon as possible.

The Conference on Chinese Christian Education held in New York, April 6, 1925, adopted no findings or resolutions, but certain "lines of action" were recorded which were apparently agreed upon by the representatives of the various missionary organizations represented there.† These statements evidently reflect the attitude of mission boards at the present time with respect to education in China:

I. Responsibilities of missionaries in China—

(a) To increase continually the amount of responsibility placed in Chinese hands both in teaching and in administration.

(b) To link the Christian schools more closely with the Christian churches.

(c) To cultivate persistently Chinese sources for the support of Christian education.

(d) To make schools and courses more vocational in character and adapted more fully to the needs of Chinese life.

(e) To strengthen the courses of study in the Chinese language and literature with a genuine appreciation of Chinese history and culture.

(f) To seek government registration of Christian schools if this can be done without imperiling the Christian character of their work.

* "Chinese Recorder," Vol. LVI, No. 7, July, 1925, pp. 445-459.

† "Chinese Christian Education," A Report of a Conference Held in New York City, April 6, 1925, pp. 101-102. New York: International Missionary Council, 1925.

2. Responsibilities of mission boards—

(a) To show a greater readiness to transfer the control of Christian work to the Christian Church, recognizing that this involves the giving of responsibility to the Chinese in the formulation of policies and the administration of funds both from foreign and Chinese sources.

(b) To send out missionaries whose spirit and attitude will enable them to cooperate with the Chinese in carrying out such a program.

3. Coordination and concentration of educational work—

(a) Early organization in North America of the permanent committee for the coordination and promotion of Chinese higher education.

Conclusions. "The mission institutions and the missionaries' lives are free gifts of Christian love to the Chinese people and represent a concrete and living example of the Christian Message. It is part of our responsibility to place the burden of this development squarely on Chinese shoulders."

A resolution of the General Board of the China Christian Educational Association, April, 1925, well represents the attitude of the representatives of the missionary organizations on the field as regards indigeneity:

"While Christian schools in China were originally established and are still largely maintained by foreign missionaries and their supporters in the West, their purpose has been to serve the best interests of the Chinese people. It is their ideal, which is being increasingly realized, that Christian education should become Chinese in spirit, in content, in support and in control. This is the expressed purpose not only of Chinese and western Christian educators, but also of the mission bodies which have in the past supported the Christian schools, and of the Chinese Christian community, which is gradually taking over their support and control.*

Dr. Robert E. Speer, writing on "Some of the Problems of the Union Higher Educational Institutions of China" in *All Around the World*, January, 1920, speaks for many mission administrators when he says, "Their (Chinese) judgment is needed now, and it is most desirable to prepare through their presence and participation on the boards for the distant day when many of these institutions will pass over entirely into the hands of the Chinese."

Here are statements by representative groups in America and in China, and other statements by outstanding leaders in mission

* "Religious Education," Vol. XX, No. 6, December, 1925, p. 448.

work which indicate that the ultimate aim of missions with respect to education is complete indigeneity. The fact remains that the problem has by no means been thought out by the various missionary organizations. The school, the hospital, and the agricultural farm have been considered necessary adjuncts of the missionary enterprise, but what will happen to the same institutions ultimately has been considered but slightly.

The problem of indigeneity is vital in mission union educational institutions even as it is in all mission work; adjustment to national culture, ideals, and ambitions is by no means limited to matters connected with the control of union institutions. But the variables which enter into the solution of the problem are so numerous, so far-reaching in their influence, so subtle in their workings and withal so evasive, that it would be most difficult—if not hazardous—to propose a solution from a study of merely one of them. The organization set up for the control of mission union higher educational institutions is just one of these variables and any conclusions or solutions of problems that may be reached must be made keeping this fact in mind. "Other things being equal" cannot be too strongly emphasized as we proceed to discover some of the significant factors that have to do with the control of union educational institutions on the foreign field.

The Organization Set Up for the Control of Mission Union Higher Educational Institutions. The control of mission union higher educational institutions calls for the creation of an organization or a structure in which the various participants in the enterprise are represented. Such an organization must include within it groups of control so situated that it will be possible for participating organizations to be represented on them. The fact that missionary organizations in the home land have official representatives on the field usually organized into missions creates at once the possibility of dual control. There must be, it would seem, a group in the home land made up of representatives of the missionary organizations, and another group or board of control on the field made up of representatives of the mission. However, it would be easy to conceive such a union institution as being under the control of a single board, located either in the home land or on the field.

A study of the charters, constitutions, and by-laws of seventeen selected mission union higher educational institutions reveals the following five types of organizations for control according to the

number of boards of control within the organization.* The institutions which furnish examples of the types of organization described are given in connection with each. Organizations set up for the control of the following seventeen institutions are fully described in the second part of the study.

Type I.—Control by a Board of Governors located on the field.

1. Union Christian College, Pyengyang, Korea.

Type II.—Control by a Board of Governors located on the field and a Cooperating Committee in the home land.

1. Chosen Christian College, Seoul, Korea.
2. Meiji Gakuin, Tokyo, Japan.
3. Woman's Christian College of Japan, Tokyo, Japan.

Type III.—Control by a Board of Governors in the home land and a Board of Managers on the field.

1. Evangelical Seminary of Mexico, Mexico City, Mexico.
2. Fukien Christian University, Foochow, China.
3. Isabella Thoburn College, Lucknow, India.
4. Kwansei Gakuin, Kobe, Japan.
5. Peking University, Peking, China.
6. Shanghai College, Shanghai, China.
7. Shantung Christian University, Tsinan, China.
8. University of Nanking, Nanking, China.
9. West China Union University, Chengtu, Szechuan, China.

Type IV.—(a) Control by a Board of Governors and a College Committee in the home land and a Board of Managers on the field.

1. Ginling College, Nanking, China.

(b) Control by a Board of Governors in the home land and a Board of Managers and a Faculty Committee on the field.

1. Madras Christian College, Madras, India.
2. Women's Christian College, Madras, India.

Type V.—Control by a Board of Governors and a College Committee in the home land and a Board of Managers and an Administrative Committee on the field.

1. Yenching College, Peking, China.

* These seventeen institutions were selected by a committee appointed by the International Missionary Council composed of persons who have had a wide experience in connection with union enterprises on the mission field. In the opinion of the committee these are the most outstanding examples of mission union higher educational institutions.

CHAPTER II

METHOD AND DEFINITIONS

METHOD

The source materials for a study of the organizations set up for the control of mission union higher educational institutions is contained in the charters, acts of incorporation, constitutions, and rules and regulations of the institutions. Of the thirty existing mission colleges of this kind sixteen were selected by a committee appointed by the International Missionary Council and composed of persons having wide experience in the field of missionary education. In the opinion of the committee these sixteen colleges are the most outstanding union institutions for higher learning on the mission field. To this list of colleges was added one theological seminary located in a country separate from the sixteen colleges and operated under conditions somewhat different. These seventeen institutions making up the total list are distributed geographically as follows: China, 8; India, 3; Japan, 3; Korea, 2; and Mexico, 1.

Organizations set up for the control of mission union higher educational institutions may be classified or grouped in various ways. The basis for the determination of types used here is the number of boards of control within the organization. A brief statement of the five types thus considered is given at the close of Chapter I.

A discussion of each of the five types, including a detailed description of the organizations falling in each type, is presented in chapters III to VII inclusive. This involved a careful examination of the charters, articles of incorporation, and constitutions of the institutions, as well as the by-laws of the various boards of control within the organizations. Some attention was given to the historical development of the institutions insofar as this had a bearing on the nature of the organization.

In describing the organization set up for the control of each institution special attention was given to the following:

A. Constitutional provision for the composition of the boards of control.

B. The actual composition of the boards of control at present.

C. The assignment of functions within the organization:

- I. Policies.
- II. Personnel.
 - 1. Boards of control.
 - 2. Administrative staff.
 - 3. Instructional staff.
- III. Finances.
 - 1. Endowments.
 - 2. Budget.
 - 3. Salaries.
 - 4. Fees.
 - 5. Scholarships and loans.
- IV. Property.
- V. Educational administration.
 - 1. Course of study.
 - 2. Degrees.
 - 3. Admissions.

Charts I to V show the chief characteristics of the five types of organizations.

Chapter VIII deals with the significance of the various types relative to the following functions:

- 1. The initiation and approval of functions.
- 2. The selection and appointment of personnel.
- 3. The securing and oversight of finances.
- 4. The securing and oversight of property.
- 5. The definition of curricula.

DEFINITIONS

In order that the discussions and descriptions that follow may be better understood, definitions of certain technical terms as used in the study are here presented.

Mission Union Higher Educational Institution. An educational institution in which work above secondary education is carried on, and supported primarily by two or more missionary organizations or missions conjointly. Work below college level is sometimes carried on along with distinctly higher education.

Missionary Organization. The official organ of a denomination or ecclesiastical organization having the responsibility for carrying out its missionary program. It is sometimes called a Board of Foreign Missions, a Missionary Committee, a Missionary Society, etc.*

* See appendix B for a complete list of those missionary organizations which cooperate in the existing mission union educational institutions.

Mission. This term signifies that body which officially represents the missionary organization on the field. It is most frequently composed of all the missionaries of a given denomination within a named locality or area.*

Home Land. The land of origin of most missionary personnel and finance, viz., America, Great Britain, etc.

Field. A term commonly applied to those countries in which missionary organizations carry on work.

Board of Control. A selected group of persons having some degree of responsibility for the finances and management of an institution. Board of Governors, Board of Managers, Board of Trustees, College Committee, Senate, Board of Directors, etc., are names applied to boards of control. Missionary organizations and missions are not boards of control.

Board of Governors. That board of control in which ultimate authority rests as provided in the charter or constitution. In some cases this ultimate or final authority is absolute and in others it may be exercised by the Board of Governors subject in a very general way to the approval of the cooperating missionary organizations. It is sometimes called the Board of Trustees, or the Board of Directors, but is most frequently called the Board of Governors.

Board of Managers. That board of control which is, in general, invested with authority to determine all questions of local business and management; it is in effect the agent of the Board of Governors when that body is located in the home land, though it may be responsible as well to the missions cooperating in the institution. The name, Board of Managers, is most frequently applied to this body, but in some cases it is called the Senate, in others the Council, and still others the Board of Governors.

Senate. That board of control composed of certain members of the administrative and instructional staffs of the institution and charged with responsibility for the management of certain major local affairs of the institution. It is responsible to the Board of Managers and through them to the Board of Governors usually.

* See appendix E for a detailed statement of the composition of the missions cooperating in the institutions included in this study.

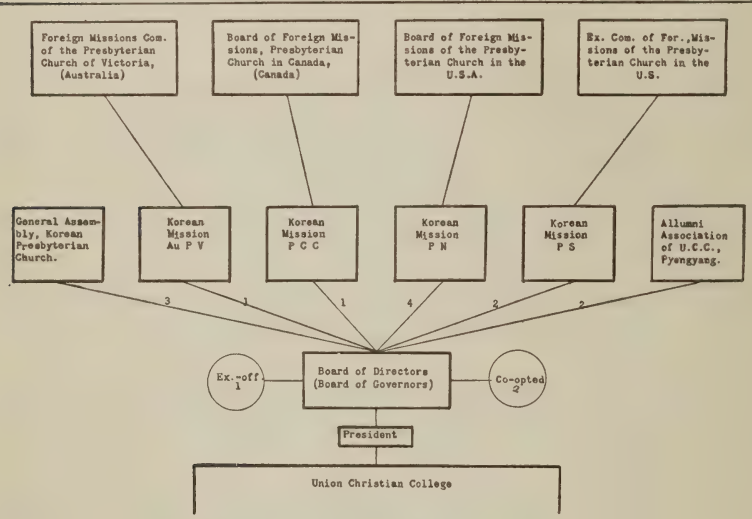
PART II

TYPES OF ORGANIZATIONS SET UP FOR THE CONTROL OF MISSION UNION HIGHER EDUCATIONAL IN- STITUTIONS

CHAPTER

- III. Control by a Board of Governors Located on the Field.
- IV. Control by a Board of Governors Located on the Field
and a Cooperating Committee in the Home Land.
- V. Control by a Board of Governors in the Home Land and
a Board of Managers on the Field.
- VI. (a) Control by a Board of Governors and a College Com-
mittee in the Home Land and a Board of Managers on
the Field.
(b) Control by a Board of Governors in the Home Land
and a Board of Managers and a Faculty Committee on
the Field.
- VII. Control by a Board of Governors and a College Committee
in the Home Land and a Board of Managers and an Ad-
ministrative Committee on the Field.

CHART I—TYPE I—CONTROL BY A BOARD OF GOVERNORS LOCATED
ON THE FIELD
UNION CHRISTIAN COLLEGE, PYENGYANG, KOREA



CHAPTER III

CONTROL BY A BOARD OF GOVERNORS LOCATED ON THE FIELD

The Union Christian College, Pyengyang, Korea, is an example of that type of organization for the control of mission union higher educational institutions having a Board of Governors located on the field. The composition [1] of the board, called in this case the Board of Directors, is as follows: (1) representatives of the four cooperating missions distributed as follows: Korean Mission of the Presbyterian Church of Victoria, Australia, 1, Korean Mission of the Presbyterian Church in Canada, 1, Korean Mission of the Presbyterian Church, U. S. A., 4, and Korean Mission of the Presbyterian Church, U. S., 2; (2) representatives of the General Assembly of the Korean Presbyterian Church, 3, and (3) representatives of the Alumni Association of the Union Christian College, Pyengyang, 2, and (4) two coopted members. Representatives of the missions are elected to membership on the Board of Directors by their respective missions. The General Assembly and the Alumni Association elect their own representatives respectively. Including the president of the college, who is *ex-officio* a member, the board consists of sixteen members.

The Board of Directors is responsible to the four cooperating missions, the General Assembly of the Korean Presbyterian Church, and the Alumni Association of the college. The missions are in turn responsible to their respective missionary organizations. Chart I illustrates this relationship. Any communication from the Board of Directors to the missionary organizations must pass through the missions, and any communication from the Board of Foreign Missions to the Board of Directors must pass through their respective missions. Actions of the Board of Directors which have to do with the major policies of the institution must receive the approval of the four missions and the four Boards of Foreign Missions. Dissolution may take place with the approval of three of the cooperating missions and the General Assembly of the Korean Presbyterian Church. [2]

These four Boards of Foreign Missions are located in three different countries, one each in Australia and Canada and two

in the United States, and it is noteworthy that they are of one denominational family. This is the only union educational institution limited to denominational family cooperation in which more than two missions cooperate.* With the advent of the United Church of Canada, the Presbyterian Church of Canada will cease to exist and the Union Christian College at Pyengyang will no longer be a child of one family.

The fact that the college is controlled by a Board of Governors located on the field, with neither a cooperating committee nor a board of control in the home land, is not necessarily due to the family relationship existing among the cooperating missions. Other institutions in which only Presbyterians cooperate—for instance, Hangchow Christian College—have the dual form of control. There is nothing inherent in Presbyterianism which would lead to the creation of the pure unitary type. The geographical distribution of the cooperating missionary organizations—one in Australia, one in Canada, and two in the United States—might well be a factor in the determination of the number of boards of control within the organization. The missionary organization in Australia would find it difficult to be represented on a committee in America. If the college wished, it could have the services of the "Cooperating Board for Christian Education in Chosen,"† a committee in America created for the specific purpose of cooperating with those union educational institutions which desire its assistance.

The Corporation of the Chosen Mission of the Presbyterian Church, U. S. A., having provided the property originally for the college, retains the title to it, and has the right, by giving one year's notice, to dispossess the Board of Directors, not only of what it gave in the first place, but also of any additions that may be made to the property. [3] With this exception and that referred to above respecting amendments and policies final authority is vested in the Board of Directors.

Assignment of Functions Within the Organization. This type of organization is a union of missions rather than of missionary organizations. It should be kept in mind, however, that while the missions elect the members of the board which controls the institution, the missions are in turn responsible to the missionary organizations which they represent. A mission is an agent. It

* See appendix A.

† See page 30 below.

is responsible to the larger organization which has created it and to which it looks for support. While certain functions are assigned to certain agencies within the organization set up for the control of the college, final or ultimate authority with respect to these functions goes back through the missions, as agents, to the missionary organizations. In reality there must be adjustment and an attempt to bring about harmony between the various agencies, and this is brought about by a system of checks and balances on the one hand, and on the other by a delegation of powers. The policies of the college and certain phases of the educational administration must be carried out, if carried out at all, in harmony with the wishes of the Government of Korea. A brief survey of the assignment of the most important functions will throw further light on the nature of the organization.

Policies. Any policies which may be set forth in the by-laws of the Board of Directors can be changed only by an amendment of the by-laws, and this can be brought about only with the approval of at least three of the cooperating missions and the General Assembly of the Korean Presbyterian Church. The missions through their representatives on the Board of Directors can control the policies of the institution to the extent that if they disapprove of what the college is doing, they can attempt to persuade the others. Failing in this they may withdraw their support and cease cooperation. Except as limited in the constitution the Board of Directors has full control.

Personnel. The missionary organizations have nothing to do with the personnel of the college except in so far as they originally appoint the missionaries who make up the missions, and from whom the missions' representatives on the Board of Directors are elected, and from among whom the mission may nominate members of the faculty. The General Assembly of the Korean Presbyterian Church and the Alumni Association of the college each appoint their representatives on the Board of Directors. The Board of Directors elects the president for a term of three years. It elects the dean and the treasurer annually, as well as an executive committee made up of three of its members in addition to the president and dean. The president is *ex-officio* a member of the board. The Board of Directors approves the appointment of members of the faculty. The executive committee has power to appoint and remove all teachers, such action to be reported to the Board of Directors at its next meeting for approval.

Finances. According to the constitution the Board of Directors controls all expenditures. It fixes salaries with the general understanding that the salaries of professors under appointment by missions are fixed by their respective missionary organizations. The Board of Directors passes upon the budget, but it is limited to a very large extent in its appropriations by the actions of the various missions which make appropriations to the college. The missions in turn have no power to assume, without the consent of their respective missionary organizations, a share in a deficit which might have to be met with funds from America. The Board of Directors fixes the fees to be paid by the students and approves regulations governing scholarships and loans. Requests for grants from the missions must have the approval of the Board of Directors. Such requests are referred by the missions, with their recommendations, to their respective missionary organizations.

Property. The title to the property of the college is held by the Corporation of the Chosen Mission of the Presbyterian Church, U. S. A. By the payment of one yen a year rent, the Board of Directors is given control of the property, though it may be dispossessed by one year's notice from the owner.

Educational Administration. The constitution provides that the executive committee

"shall have jurisdiction in matters pertaining to the curriculum of the school and other matters connected with the administration of the school subject to the review and control of the Board at its next meeting, and shall have the right to delegate any of these powers to the Faculty, except those in Sections 1 and 2 above." [4]

Sections 1 and 2 referred to have to do with the authority of the executive committee in controlling expenditures within the budget and the right to discharge and employ teachers respectively.

While the constitution makes no reference to the fact, yet the Union Christian College at Pyengyang is subject to the rules and regulations of the Government General of Chosen the same as the other mission colleges in Korea. The Government sets the minimum standards with respect to the educational administration of the college. The Board of Governors may add to these minima as it may wish.

OTHER INSTITUTIONS OF TYPE I

The Provisional Plan [5] for the control of Central China University, located at Wuchang, China, from 1924 to 1927 provides for a single board of control in China, to be known as the Board of Trustees. This board has final authority subject to certain rights and powers retained by Boone University which has assumed the major portion of responsibility for the undertaking.

The Unitary Type of Organization for control is not at all common among union institutions, though it is found frequently in institutions under the direction of a single denomination. In this case the line of communication between the board of control and its constituency in the home land is a single line instead of a number of parallel lines, as in the case of union institutions. For example, Ewing Christian College, Allahabad, India, has a board of control whose actions must be sanctioned by the North India Mission of the Presbyterian Church, U. S. A., before they can be passed on to the Board of Foreign Missions in America. The mission is an agency through which the college carries on communication with the Board of Foreign Missions in America. The college is a creature of the mission. However, it should be said that recently more power has been delegated by the mission to the board of control. Lucknow Christian College, Lucknow, India, has hit upon a scheme which makes its contact with the home land even more direct. Its Board of Governors, located in India, communicates directly with the Board of Foreign Missions of the Methodist Episcopal Church in America. The Board of Governors has the same relation to the Board of Foreign Missions that the finance committee of an annual conference on the mission field has. The college has the same relation to the Board of Foreign Missions as an annual conference on the mission field. In this case the college is a creature of the Board of Foreign Missions. The boards of control of both Ewing Christian College and Lucknow Christian College have as members representatives of the local missions of their respective denominations, though there is a big difference in the paths of communication by which each keeps in touch with its constituency in the home land.

SUMMARY

1. Control by a Board of Governors located on the field is found in the case of only one of the institutions being studied.

One additional union university is cited as having this form of organization for control.

2. Control by a Board of Governors located on the field is more commonly the type of organization set up for the control of mission colleges operated by a single denomination. In such instances the missionary organization becomes in reality the supreme governing board in which ultimate authority is vested.

3. Having the supreme authority located on the field gives the college a more direct connection with the missions to whom it looks largely for support.

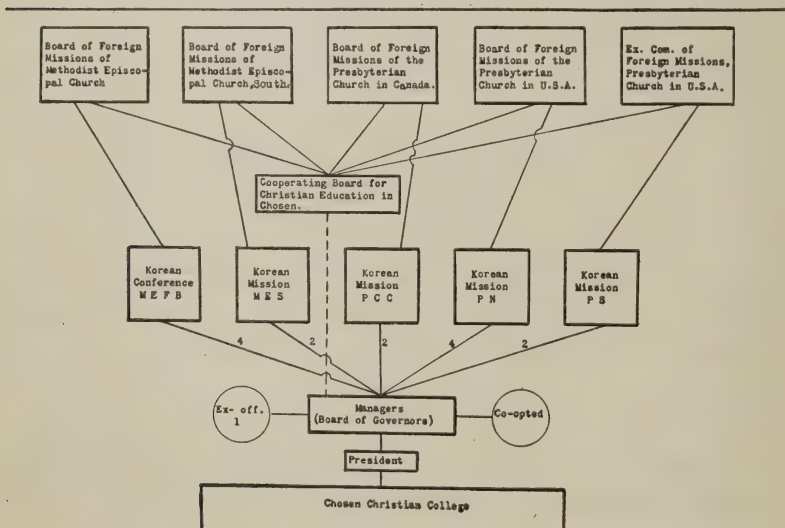
4. The Board of Governors is not large—there being sixteen members—in spite of the fact that it is composed largely of elected representatives of the cooperating missions.

5. The Korean Mission of the Board of Foreign Missions of the Presbyterian Church, U. S. A., has unusual authority in being able to dispossess the college of all its property by giving one year's notice.

REFERENCES

1. Constitution of Union Christian College, Pyengyang, Korea.
2. *Ibid.*
3. *Ibid.*
4. *Ibid.*
5. Central China University, Bulletin No. 1, September, 1924, p. 4.

CHART II—TYPE II—CONTROL BY A BOARD OF GOVERNORS LOCATED ON THE FIELD AND A COOPERATING COMMITTEE IN THE HOME LAND
CHOSEN CHRISTIAN COLLEGE, SEOUL, KOREA



CHAPTER IV

CONTROL BY A BOARD OF GOVERNORS LOCATED ON THE FIELD AND A COOPERATING COM- MITTEE IN THE HOME LAND

The creation of a Cooperating Committee in the home land to cooperate with a Board of Governors on the field is found only in connection with certain institutions which operate under the laws of the Japanese Government. Not all mission union colleges within the Japanese Empire have such an arrangement, however. Chosen Christian College, Seoul, Korea; Meiji Gakuin, Kobe, Japan; and the Woman's Christian College of Japan, Tokyo, Japan, are of this type.

Chosen Christian College is typical of the group as far as the organization set up for the control of the institution is concerned. It is incorporated under the laws of Chosen. It has a Board of Governors called Managers. The board is composed of representatives of the missions cooperating, the number from each being determined by the degree of cooperation as provided in the Act of Incorporation as follows:

1. Full Cooperation: Each board entering into full cooperation shall provide: (1) Property or funds to a minimum value of 80,000 yen, (2) a minimum of two missionary teachers, (3) an annual appropriation toward current expenses of not less than 4,000 gold yen. The mission of each fully cooperating board shall appoint four representatives on the Board of Managers.

2. Partial Cooperation: Any board which cannot meet all the conditions for full cooperation may provide (1) 40,000 gold yen in money, (2) one missionary teacher, (3) 2,000 gold yen annual appropriation toward current expenses. Its mission may appoint two representatives on the Board of Managers.

3. Minimum Cooperation: Any board which does not desire to come under the head of "Full Cooperation" or "Partial Cooperation" as outlined above may provide (1) one missionary teacher, (2) 1,000 gold yen annual appropriation toward current expenses. Its mission may appoint one representative on the Board of Managers. [1]

In addition to the representative members thus provided for, the Board of Managers itself coopts "a sufficient number of Christian Japanese subjects to make their number not less than one-third of the number of the regular members." [2] There is no

limit fixed for the number of members of the board. The president is a member *ex-officio*. Members except the president hold office for three years. The board itself elects the members of the board who represent the various cooperating missions, but in doing so it is governed by the expressed opinion of those missions. This amounts to the board really approving the nominations of the missions. In the year 1923-1924 [3] the composition of the Board of Managers was as follows: The Korean Conference of the Methodist Episcopal Church, 4 representatives; Korean Mission of the Methodist Episcopal Church, South, 2 representatives; Korean Mission of the Canadian Presbyterian Church, 2 representatives; Korean Mission of the Presbyterian Church, U. S. A., 4 representatives; Korean Mission of the Presbyterian Church, U. S., 2 representatives; the General Assembly of the Korean Presbyterian Church, 2 representatives; and 7 coopted members.

The Board of Managers is invested with final authority by the Charter, or Act of Endowment, granted by the Government General of Chosen. The missions have authority only through their representatives elected on their nomination by the Board of Managers itself. Thus we have a self-perpetuating board, having full authority in matters pertaining to the welfare of the college, within the provisions of the Act of Endowment. Such an arrangement makes it possible for the Board of Managers to correspond, through the missions to which it is directly responsible, with the missionary organizations in the home land. It has, however, the right to deal directly with the home organizations, or with any group or individual as it might see fit, by reason of its being self-perpetuating. Yet wisdom would dictate that it is better for the managers to take the missions into their confidence since they look to them to approve and forward their requests for funds from the missionary organizations.

The relationships existing between the Board of Managers and the missions and between the missions and their respective home societies, is shown in chart II. We note here an un-official relationship indicated by the broken line existing between the Board of Managers and the Cooperating Board for Christian Education in Chosen, the latter being located in America.

This Cooperating Board for Christian Education in Chosen "is organized to cooperate with such Union Christian Educational institutions as are now or may become associated with it.

The Board recognizes the authority of the Educational Ordinance of the Government General (of Chosen), and plans to cooperate with the educational institutions in accordance with the terms of the Charter granted them by the Government General." [4]

The membership of the board consists of representatives of the five missionary organizations whose missions cooperate in Chosen Christian College, the number from each being in proportion to the degree of cooperation. Other missionary organizations having work in Korea may be admitted to membership to the board at the discretion of the board itself, provided they fulfill the conditions of cooperation in an affiliated institution in Chosen.

Legally this Cooperating Board has no authority over the institution since it is not recognized by the Government General of Chosen in granting the charter. Practically it exerts a very real control by reason of the fact that the managers look to the Cooperating Board for much of the money required to run the institution.

Assignment of Functions within the Organization

Policies. Through their representatives on the Cooperating Board the missionary organizations may share in shaping the policies of the institution. It should be remembered, however, that the managers are not finally bound by any decision of the Cooperating Board. Missionary organizations may make suggestions to the Board of Managers through their respective missions even as the latter share in the control of the institution through their representatives on the Board of Managers. According to the charter the Board of Managers has the final voice in all policies, subject to the rules and regulations of the Educational Ordinance of the Government General of Chosen. The president may make recommendations, and he may pass on recommendations from the faculty to the Board of Managers with respect to policies.

Personnel. The missionary organizations elect their own representatives on the Cooperating Board. The missions do not elect their own representatives on the Board of Managers, though under the charter the board is directed to "be governed by the opinion of the mission" [5] when electing members to represent a mission. In practice the same is true in electing members of the board to represent the various churches in Korea. The co-opted members are elected after the Presbyterian Church has

nominated two persons, the Methodist Episcopal Church and the Methodist Episcopal Church, South, one each, and the Japanese Church one person, and the Alumni Association one person. In practice the various nominees are elected though the board is not compelled to do so. These coopted members shall not be less than one-half the number of regular members. In practice the Cooperating Board reviews and approves the election of administrative officers by the Board of Managers. In practice, too, the missions designate from among their membership the persons whom they wish to be their representatives in positions on the administrative or teaching staffs of the college. Actual election of administrative and instructional members of the staff is by the charter reserved for the Board of Managers, with the exception of the dean and the proctor, both of whom are appointed by the president. Both the dean and the proctor may be removed by a two-thirds vote of the managers present. While the charter makes no mention of it, the president makes recommendations concerning appointments to the staff, and the faculty may make such recommendations through the president.

Finances. Under the charter the Board of Managers is invested with oversight of the finances of the institution. It passes upon the budget after it has been prepared by the faculty in cooperation with the budget committee of the board; it fixes the salaries of all employees except those missionaries whose salaries and allowances are determined by their respective missionary organizations. It determines the fees the students shall pay and approves the rules and regulations governing loans and scholarships for students. The budget as well as the statement of fees charged students, must be submitted to the Government General of Chosen. The president and faculty, through the president may make recommendations to the Board of Managers concerning the salaries, fees and scholarships and loans. The Cooperating Board administers "moneys or properties" contributed specifically to it (a) for direct transmission to the field, or (b) for investment on their behalf." [6] These moneys or properties may be received from any source. The Board of Managers may receive money in Korea and use it without reference to the Cooperating Board of missions or missionary organizations, provided it is in accord with the wishes of the donor. Requests for gifts may be forwarded by the Board of Managers directly to the Cooperating Board and through them to the missionary organizations, or they

may be made through the missions to their respective missionary organizations.

Property. The Board of Managers may receive property from any source and has the power to hold it. With a vote of two-thirds of the Managers they may sell, transfer, mortgage, rent, or take any other measure affecting the title to the property they so hold. The Cooperating Board may give advice with reference to the use and disposal as well as the purchase of property. In fact, if the Cooperating Board is furnishing the money with which to buy property or put up new buildings they may say just what shall be done, and if the Board of Managers wants the gift they will have to take it under the conditions laid down. But it should be kept in mind that the Managers have the final word. They do not have to accept any terms from the Cooperating Board. It is stated in the Act of Endowment that the Governor General of Chosen "permitted" the purchase of a site for the college. This may be an indication of the extent to which the Government directs the educational affairs of the country or it may simply be a bit of politeness.

Educational Administration. The course of study is determined by the Board of Managers on the recommendation of the faculty and with the approval of the Government General of Chosen. The college does not give degrees. The requirements for admission are fixed by the Board of Managers in accordance with Government regulations. That is, the Government sets the minimum standards. The Board of Managers may make the requirements anything above this standard.

WOMAN'S CHRISTIAN COLLEGE OF JAPAN

Six missionary organizations unite through their respective missions, as well as through the Cooperating Committee in America, in carrying on the work of the Woman's Christian College of Japan, located in Tokyo. They are the American Baptist Foreign Missionary Society, the Board of Foreign Missions of the Methodist Episcopal Church, the Board of Foreign Missions of the Presbyterian Church, U. S. A., the Board of Foreign Missions of the Reformed Church in America, the Board of Foreign Missions of the United Church in Canada, and the United Christian Missionary Society. According to the Deed of Trust granted by the Government of Japan the direct control of the college shall

be exercised by a Board of Trustees numbering not less than fifteen nor more than thirty persons.

"Two-thirds of these trustees are elected by the various missions and other bodies cooperating in the college. At present two trustees shall be elected by the shadan of Presbyterian Missionaries in Japan; two trustees by the shadan of Canadian Methodist Missionaries in Japan; two trustees by the shadan of Methodist Episcopal Missionaries in Japan; two trustees by the shadan of Baptist Missionaries in Japan; one trustee by the shadan of Reformed Missionaries in Japan; and one trustee by the Churches of Christ Missionaries. The rest of the trustees shall be elected by the trustees themselves, acting as a body." [7]

The term of office of a trustee is two years.

The Board of Trustees of the Woman's Christian College of Japan differs from the Board of Managers of the Chosen Christian College in that two-thirds of its members are elected by the cooperating missions and other organizations participating, while the members of the latter are elected by the board itself being governed by the wishes of the respective cooperating missions. The Board of Trustees of the former institution have nothing to say as to who shall represent the various missions on the board. In actual practice there is very little, if any, difference in the working of these two methods of election. Cooperation for the mutual welfare must be the guiding principle in the election of members of the Board of Managers whether the board or the missions have the final voice in the personnel.

The Cooperating Committee of the Woman's Christian College of Japan has been created for the one specific purpose of cooperating

"with the Board of Trustees of the Woman's Christian College of Japan, in organizing, maintaining, and directing the institution; and it shall advise and pronounce upon any question referred to it by the trustees in Japan." [8]

Representation on this Cooperating Committee is determined by the degree of cooperation of the missionary organizations; those having two units or less may have two representatives, and those having more than two units may appoint an additional member. A financial unit is an annual contribution of \$700. "The number of financial units for which a board shall be responsible shall be equal to the number of girls' high schools maintained by its mission in Japan." [9]

The assignment of functions to the agencies within the organization set up for the control of the Woman's Christian College of Japan differs but little from that which we have seen in the case of Chosen Christian College. The missionary organizations once having appointed their representatives on the Cooperating Committee and appointed their missionaries to the field have little more to say about the control of the institution except through these appointed representatives. The Cooperating Committee has the responsibility of selecting the teachers to be sent out from America. The Cooperating Committee approves the budget with respect to that portion of it for which it assumes responsibility, though it has no power legally over the finances of the institution. It receives and administers, in America, funds for property and budget purposes. It receives from the Board of Trustees reports and requests and transmits them with its recommendations to the cooperating missionary organizations in America. In all other respects the Board of Managers has control of the affairs of the institution, directing its welfare in accord with the regulations of the Government of Japan for such institutions. It passes upon all plans and policies affecting the welfare of the institution. It elects one-third of its own number. It elects the president and other officers and in consultation with the president approves or vetoes all appointments to, or dismissals from, the instructional staff. It administers the finances of the institution. It fixes salaries and allowances of all teachers. In practice it should be noted that while the Board of Trustees has the power to fix salaries and allowances, since these salaries and allowances come from the Cooperating Committees, the latter group really has the final say with respect to salaries and allowances.

MEIJI GAKUIN

Under the Deed of Trust granted to Meiji Gakuin by the Government of Japan the institution is operated under the control of a Board of Trustees numbering not less than twelve nor more than eighteen. One-half of these trustees are elected by the Association of Presbyterian Missionaries in Japan and the Association of Reformed Missionaries in Japan, each electing the same number from among their own members. [10] The other half of the trustees are elected by the trustees themselves acting as a body. A trustee holds office for two years. The alumni of the

college have recently been granted the privilege of electing two of their number to the Board of Trustees. The Church of Christ in Japan, while cooperating in the institution through the establishment of a Department of Missions and, in 1925, a Department of Education, does not have any representatives on the Board of Trustees. [11]

At the October 7, 1925, meeting of the Board of Trustees of Meiji Gakuin, the following action with respect to a Cooperating Committee was taken:

“Resolved, That the Board of Trustees of Meiji Gakuin request the two Mission Boards and the two Missions interested in Meiji Gakuin to approve a change of method of administration whereby the Board of Trustees of the institution shall deal in all matters except questions of teaching force and membership on the Board of Trustees with a joint committee in America formed from the membership of the two Mission Boards.” [12]

This Cooperating Committee is in process of being formed at the present time. The reasons given for the creation of such a committee in America are said to be purely administrative. There is a feeling on the part of the college executives that their hands are more or less tied because of the necessity of gaining the consent of the two missions in all matters, and in particular for a programme of advance. The college was falling behind the other mission educational institutions in Japan because action was so often delayed and even blocked by one or the other missions failing to agree to a proposal. Under the proposed scheme the Board of Trustees will deal directly with the Joint Committee in America on all matters except two as stated. It should be kept clearly in mind that while this difficulty has been experienced, it in no way lessens the legal authority vested in the Board of Trustees. Article XV of the Deed of Trust states, “It is the right and duty of the Board of Trustees to manage Meiji Gakuin.” In the past the Board of Trustees has looked to the missions for both moral and financial backing. It was the policy of the missionary organizations in the home land to forward money to the missions and grant them the right to allocate it as they chose. Under the new scheme the Cooperating Committee receives the requests from the Board of Trustees and forwards them to the missionary organizations with their recommendations. The money may be sent out through the missions but designated for the college. In other words, the existence of the Cooperating Committee, it is

hoped, will give the Board of Trustees access to American sources. While this access will be through a mediary body, it will be a body predominantly interested in the welfare of the college, rather than having a great variety of conflicting interests as in the case of the missions. It gives an additional lever to the Board of Trustees in its requests from the missionary organizations.

The assignment of functions to the agencies within the organization set up for the control of Meiji Gakuin does not differ greatly from that found in the case of Chosen Christian College or the Woman's Christian College of Japan. The missionary organizations appoint their representatives on the Cooperating Committee. They finally approve that portion of the budget for which they assume responsibility. And they fix the salaries and allowances of their own missionary teachers on the faculty.

The Board of Trustees is the final authority in all affairs of the institution. It appoints the president and all other officers except the *kanji* and the proctor, who are appointed by the president with the approval of the board. It appoints, removes and assigns subjects to all the teachers, and superintends the faculties of the several departments. For the removal of the president and the professors in the theological department a two-thirds vote of the entire board is necessary. Other officers may be removed by a two-thirds vote of those trustees present at any meeting. Likewise by a favoring vote of two-thirds of the trustees the board "may sell, transfer, mortgage, or take any other measure affecting its title to the whole or a part of the real estate belonging to it." [13] It has oversight of all the finances; it fixes the salaries for all teachers and others who receive their salaries from the institution (missionary teachers receive their salaries from the mission treasurers); and it fixes the fees to be paid by the students, under the approval of the Government of Japan. It approves the course of study recommended by the faculty and with the general sanction of the Government of Japan. The Deed of Trust further states that the Board of Trustees shall prepare and preserve the annual reports.

SUMMARY

- I. The creation of a Cooperating Committee in the home land for the purpose of cooperating with a Board of Governors located on the field is found only in connection with those colleges located within the Japanese Empire having a Charter, or Deed of Trust,

which recognizes the local Board of Trustees as the final authority in matters pertaining to the college.

2. In two instances the Cooperating Committee is composed of representatives of the missionary organizations in the institution appointed by the organizations themselves, and it is concerned only with the institution for whose welfare it was created. The Cooperating Committee for Chosen Christian College is concerned with other union institutions in Chosen which may desire to have their cooperation.

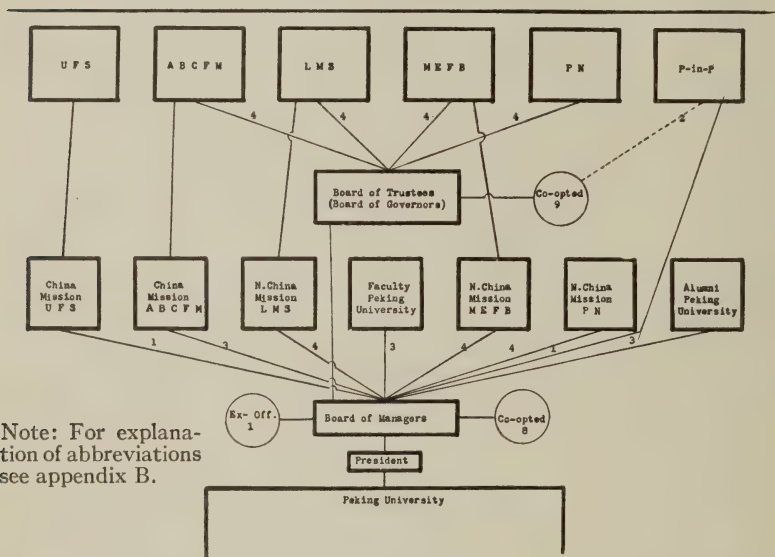
3. In two instances the members of the Board of Governors which represent the missions cooperating are elected by the missions and in the other case by the board, having a consideration for the wishes of the various missions as regards their representatives.

4. Membership on the Board of Governors in the case of Chosen Christian College and of the Woman's Christian College of Japan is determined by the degree of cooperation of the various participating missions. The minimum unit of cooperation in the former is a contribution of one missionary teacher and \$500 annually toward current expenses. The minimum unit of cooperation in the latter is an annual contribution of \$700. Membership on the Board of Governors of Meiji Gakuin is stated in the constitution without reference to the degree of cooperation. In two of the institutions the Board of Governors itself determines the exact number of its membership within limits fixed by the constitution.

REFERENCES

1. Chosen Christian College, Act of Incorporation.
2. *Ibid.*
3. Chosen Christian College, Report, 1923-24.
4. Cooperating Board for Christian Education in Chosen, adopted December 4, 1918, Art. II, Secs. 1 and 2.
5. Chosen Christian College, Act of Incorporation, Art. VIII, paragraph 2.
6. Cooperating Board for Christian Education in Chosen, Art. VIII, Sec. 1.
7. Woman's Christian College of Japan, Deed of Trust, Art. V, Sec. 10.
8. Woman's Christian College of Japan, Cooperating Committee, Constitution, Art. II.
9. *Ibid.* Art. III, Sec. 2.
10. Meiji Gakuin, Deed of Trust, approved 1913, Art. VII.
11. Meiji Gakuin, Report of the Board of Trustees to the Supporting Missions for the Year 1924-25, p. 3.
12. Meiji Gakuin, Board of Trustees, Minutes of Meeting, Oct. 7, 1925.
13. Meiji Gakuin, Deed of Trust, Art. X.

CHART III — TYPE III — CONTROL BY A BOARD OF GOVERNORS IN THE
HOME LAND AND A BOARD OF MANAGERS ON THE FIELD
PEKING UNIVERSITY



Note: For explanation of abbreviations see appendix B.

CHAPTER V

CONTROL BY A BOARD OF GOVERNORS IN THE HOME LAND AND A BOARD OF MANAGERS ON THE FIELD

A pure dual type of control is seen in that form of organization in which control is vested in a Board of Governors in the home land and a Board of Managers on the field. The two boards of control may not be known always by the names used here but their functions are, in general, the same, and they bear the same relationships to each other even though the names be different from these. Nine of the institutions included in this study operate under the control of an organization of this type. They are:

1. Evangelical Seminary of Mexico, Mexico City, Mexico.
2. Fukien Christian University, Foochow, China.
3. Isabella Thoburn College, Lucknow, India.
4. Kwansei Gakuin, Kobe, Japan.
5. Peking University, Peking, China.
6. Shanghai College, Shanghai, China.
7. Shantung Christian University, Tsinan, China.
8. University of Nanking, Nanking, China.
9. West China Union University, Chengtu, Szechuan, China.

PEKING UNIVERSITY

The organization set up for the control of Peking University, Peking, China, is typical of this type. The original charter, filed June 25, 1889, was granted in pursuance of the provisions of an Act of the legislature of the State of New York, entitled, "An Act for the Incorporation of Benevolent, Charitable, Scientific and Missionary Societies," passed April 12, 1848. This charter was amended by the Regents of the University of the State of New York, December 2, 1915, and the constitution under which the university now operates is based on the authority granted by this amended charter. According to the constitution, adopted by the Board of Trustees and approved by the four constituent trustee-electing missionary organizations named below in 1923, final authority is vested in the Board of Governors, [1] the composition [2] of which is as follows: Four representatives elected by each of the constituent trustee-electing members of the corporation of the University, viz., the American Board of Commissioners for

Foreign Missions, the London Missionary Society, the Board of Foreign Missions of the Methodist Episcopal Church, and the Board of Foreign Missions of the Presbyterian Church, U. S. A.; the Board coopts nine additional members among whom are two representatives of Princeton-in-Peking and certain representatives of the women's missionary organizations participating in the woman's college of the University. The Board of Governors is responsible to the constituent trustee-electing missionary organizations, reports to them and receives communications from them for the college. The Board of Governors deals directly with the Board of Managers on the field. In conjunction with the Boards of Governors of three other Union Universities in China, namely University of Nanking, Fukien Christian University and Shantung Christian University, the Board of Governors of Peking University maintains an office with a secretary at 150 Fifth Avenue, New York City.

The Board of Managers is composed of (1) members elected by the missions cooperating in the college, (2) members elected by the alumni of the University, (3) members elected by the faculty, (4) coopted members, and (5) the president of the university *ex-officio*. The election of all members to the Board of Managers is subject to the approval of the Board of Governors. [3] The 32 members of the Board of Managers for 1925 are distributed as follows in accordance with the above provisions: [4] China Missions of the American Board of Commissioners for Foreign Missions, 3 representatives; North China Mission of the London Missionary Society, 4 representatives; North China Mission of the Board of Foreign Missions of the Methodist Episcopal Church, 4 representatives; North China Mission of the Board of Foreign Missions of the Presbyterian Church, U. S. A., 4 representatives; China Mission of the Foreign Mission Committee of the United Free Church of Scotland, 1 representative; Princeton-in-Peking, 1 representative, Peking University Faculty, 3 representatives; Peking University Alumni, 3 representatives, and 8 coopted members, and the president of Peking University, *ex-officio*. One-half of these managers were elected by the missions. Each mission having the right to elect more than one representative elects as one of its quota a woman, thus showing an interest in the welfare of the woman's college of the university. Coopted members may not exceed one-fourth of the total membership of the Board. [5] Managers hold office for four years.

Chart III shows the relationship between the missionary organizations, the Board of Trustees, the missions, and the Board of Managers of Peking University. The charter, amended December 2, 1915, provided that a majority of the members of the Board of Trustees shall be citizens of the United States. The constitution of Peking University, adopted April 12, 1923, provides that "all members of the Board of Managers shall be Christians of evangelical faith and at least one-half residents of Peking or vicinity."

Assignment of Functions within the Organization

Policies. The missionary organizations cooperating in Peking University share in the determination of policies only through their appointed representatives on the Board of Trustees and through their missionaries who are appointed on the Board of Managers by their respective missions. The constitution provides that:

"The Board of Trustees shall be the ultimate authority in all the affairs of the university, but local matters when referred to the Board of Trustees must be through the Board of Managers, accompanied by an expression of the judgment of the Board of Managers upon the question involved." [1]

The missions may advise their own representatives on the Board of Managers with respect to desired policies at the university and so have a degree of control through their elected representatives. The Board of Managers has the final voice in all matters of local business and management. [1] The president and faculty exercise the normal functions with respect to policies in that they may make recommendations to the Board of Managers. The college is subject to the Chinese Government regulations for purposes of registration, though neither the charter nor the Constitution makes any reference to the government of the country in which the college is located. The Government of China has on two occasions, first in 1917 and again in 1925, promulgated regulations governing the procedure for the recognition of educational institutions established by funds contributed from foreigners. [6] Under these regulations the Government has hoped to exert control over certain policies of private institutions, particularly those with respect to educational administration. Practically, little control has been exercised however in this way. [7]

Personnel. The constituent trustee-electing missionary or-

ganizations elect their representatives on the Board of Trustees. In recognition of the financial assistance given by Princeton-in-Peking this organization has been extended the courtesy of having two of their number included among the coopted members of the Board. The Foreign Missions Committee of the United Free Church of Scotland, while cooperating in the University, does not have a representative on the Board of Trustees. The Board of Trustees approves all elections to the Board of Managers. [8] The missions cooperating elect their own representatives on the Board of Managers. The faculty of the university elects four representatives on the Board of Managers, but no other members of the faculty may be members of the board, except the president who is a member *ex-officio*. The alumni of the university may be represented on the Board of Managers in number not to exceed four to be elected in a manner determined by the Board of Managers. [9] The Board of Governors appoints the president, vice-president, and deans, including the dean of the woman's college. The Board of Managers may nominate the president, the vice-president and the deans, and appoints and removes all other officers. The missionary organizations supply members of the instructional staff in accord with agreed quotas, for which there is no constitutional provision. The Board of Governors appoints the professors and associate professors, and in the first instance other permanent foreign teachers going from the home land, and may appoint or remove any member of the staff. The Board of Managers may nominate professors, associate professors and foreign teachers and they appoint and remove all other teachers. The president may recommend appointments to the instructional staff to the Board of Managers and the Board of Trustees through their respective Committees on Instruction.

Finances. The missionary organizations may receive and supply funds for any purposes for which the university is conducted, and they may determine the salaries and allowances of those missionary officers and instructors whom they pay. With the exception just noted, the Board of Trustees determines the salaries of all officers and teachers of the institution after recommendations from the Board of Managers. In practice the Board of Managers determines the salaries of nationals. The treasurer of the Board of Trustees is the custodian of all funds, and he transmits to the Board of Managers all interest and other moneys in accordance with a plan mutually agreed upon by the trustees

and the managers. [10] The Board of Trustees approves the budget on recommendation of the Board of Managers. Appeals for funds outside of China must have the approval of the Board of Trustees. The Board of Managers determines the fees to be paid by the students, and awards scholarships, loans, and fellowships, etc., on the recommendation of the faculty through the president. The Board of Managers is accountable to the Board of Trustees "for the condition, custody and uses of all funds received by them from whatever source." [11]

Property. The property is held in the name of the Board of Trustees, which alone has the right to sell, rent, mortgage, or take any other action relating to the title thereto.

Educational Administration. The Board of Managers has the right finally to approve the course of study, though the missions, the Board of Governors and the missionary organizations may express their opinions concerning the subjects to be taught. In practice the faculty prescribes the course of study with the approval of the Board of Managers, and assigns to the departments their respective duties. With the approval of the Board of Managers the faculty prescribes the requirements for admission and for degrees. The nature of the degrees to be awarded is determined by the Board of Trustees subject to the provisions of the charter. Though even in the matter of degrees the missions and the missionary organizations may express their opinions regarding the kind to be given by the institution.

FUKIEN CHRISTIAN UNIVERSITY

Fukien Christian University, Foochow, China, operates under a provisional charter, granted June 6, 1918, by the Regents of the University of the State of New York. According to the provisional charter final authority is vested in a board of twelve, or more, trustees. The members hold office for three years, and the order of election is such that each of the following missionary organizations elects one of its three representatives each year: the American Board of Commissioners for Foreign Missions, the Church Missionary Society for Africa and the East, the Board of Foreign Missions of the Methodist Episcopal Church, and the Board of Foreign Missions of the Reformed Church in America. There is no provision for the board thus constituted to coopt additional members, though

"Other incorporated missionary organizations may, at any time, be affiliated with and made constituent, trustee-electing members of the corporation of the university by the favoring vote of the managing boards of all its then existing such constituent bodies; and each such so added constituent body shall be entitled to choose as its representative or representatives, to hold for a term of three years, an additional associate member, or members, not exceeding three, as the vote of affiliation may provide, of the board of trustees of the university, and to choose, each three years, a successor, or successors, to such representative trustee, or trustees, to hold for a like term." [12]

In its relationship to the cooperating missionary organizations and the Board of Managers the Board of Trustees of Fukien Christian University does not differ from the similar board of Peking University.

The cooperating missions elect their representatives on the Board of Managers in proportion to the degree of cooperation.

"(1) Each mission cooperating in the university shall be entitled to full representation (i.e., four members) on the Board of Managers upon meeting the following conditions:

"(a) At least two missionary teachers, who shall be specialists in their departments, shall be provided for, who may become members of the faculty upon appointment by the Board of Managers.

"(b) An annual appropriation of not less than \$3,000 gold toward current expenses shall be guaranteed until such time as these expenses together with those arising from the development, are so amply covered by endowment that such funds are no longer required for the maintenance and proper development of the university.

"(2) Any mission which cannot meet all the conditions for full representation as stated in clauses (a) and (b) of paragraph (1) of this section, may secure partial representation as follows:

"By providing two missionary teachers and \$1,500 gold for current expenses, a mission may secure three representatives on the Board of Managers; for one missionary teacher and \$1,500 gold for current expenses a mission may have two representatives; for one missionary teacher, or for \$1,500 gold for current expenses, a mission may have one representative." [13]

The Board of Managers thus constituted may coopt as full members not more than five additional men for terms of four years each. [14] Members of the faculty may not be members of the Board of Managers except under special circumstances, and representatives elected by the missions shall be, where practicable, one-half Chinese. [14] The president of the university is a mem-

ber of the Board of Managers *ex-officio*. That the Board of Managers is not as large as it might be under the provisions of these by-laws is seen from the composition of the board for the year 1924-25: [15] Foochow Mission of the American Board of Commissioners for Foreign Missions, 3 representatives; China Mission of the Church Missionary Society for Africa and the East, 1 representative; Foochow Conference of the Methodist Episcopal Church, 2 representatives; China Mission of the Board of Foreign Missions of the Reformed Church in America, 1 representative; 2 coopted members and the president of the university, making a total of 10 members.

The Board of Managers is accountable to the Board of Trustees for the safe keeping and disposition, in accordance with the object of the university, of all funds received by them from whatever sources. [16] There is no reference either in the charter or in the by-laws to the nationality or place of residence of the members of the Board of Trustees or of the members of the Board of Managers.

Assignment of Functions within the Organization

Reference will be made here, as well as in connection with other institutions of this type, only to variations from the conditions found in the case of Peking University.

Policies. The same as in the case of Peking University.

Personnel. Membership on the Board of Trustees is limited to the representatives of the original constituent trustee-electing missionary organizations, and of other missionary organizations whose affiliation may be approved by them. The membership of the Board of Managers is less representative than in the case of Peking. In addition to the representatives of the missions, elected by the missions themselves, there is provision for five coopted members only. The two coopted members for the year 1924-25 were both missionaries. The Board of Trustees elects the president of the university upon nomination by the Board of Managers. The professors going out from the home land are appointed by the Board of Trustees, and all other members of the faculty and officers of the institution are elected by the Board of Managers. The president of the university may appoint those minor employees whose appointment is otherwise not provided for.

Finances. The same as Peking University.

Property. The same as Peking University.

Educational Administration. The same as Peking University.

UNIVERSITY OF NANKING

The University of Nanking operates under a charter granted it by the Regents of the University of the State of New York, April 19, 1911. Since that date the charter has been amended three times, twice in 1912 and again in 1923. The following three missionary organizations are named in the charter as the constituent, trustee-electing members of the corporation of the university: the Board of Foreign Missions of the Methodist Episcopal Church, the Foreign Christian Missionary Society, and the Board of Foreign Missions of the Presbyterian Church in the United States of America. Additional missionary organizations have been admitted to the corporation as trustee-electing members in accordance with provisions identical with those governing such procedure in the case of Fukien Christian University.*

Final authority is vested in a Board of Governors, called Board of Trustees, composed as follows: Each constituent trustee-electing missionary organization elects its own representatives on the board in proportion to the degree of cooperation. At present the following organizations are represented: American Baptist Foreign Missionary Society, 2 members; Board of Foreign Missions of the Methodist Episcopal Church, 3 members; Board of Foreign Missions of the Presbyterian Church, U. S. A, 3 members; Executive Committee of Foreign Missions of the Presbyterian Church, U. S., 1 member, and United Christian Missionary Society, 3 members. In addition to these representative members the board has one *ex-officio* member, the president of the university, and eleven coopted members. Coopted members shall not be in such number that the total membership of the board shall be more than 24. [18]

Under the constitution adopted February 25, 1925, the degrees of cooperation or affiliation are:

A. Full Cooperation: Each mission entering into full cooperation in the university shall provide:

- (1) Property of funds to a minimum value of \$45,000 gold;
- (2) Five missionary teachers, who may become members of the faculty upon appointment by the Board of Managers;
- (3) An annual appropriation toward current expenses of not less than \$3,300 gold.

B. Partial Cooperation: Any mission which cannot meet all of the conditions for full cooperation may enter into partial cooperation in the university on either of the following bases:

* See page 64.

(1) One representative on the Board of Managers, one representative on the Board of Trustees, the provision of \$10,000 in gold in money or accepted property, two missionary teachers, and \$1,000 gold annual appropriation;

(2) Two representatives on the Board of Managers, two representatives on the Board of Trustees, the provision of \$20,000 gold in money or accepted property, three missionary teachers, and \$2,000 gold annual appropriation. [19]

The right to increase the requirement for full cooperation is granted the Board of Trustees, in case they make provision for an increase in the number of departments in the institution. The trustees are also given authority to determine what the conditions of entrance, representation and responsibility shall be for those missions which are prepared to cooperate only in one or more graduate or Professional schools or departments of the university. [20]

The Board of Managers is composed of representatives of the cooperating missions according to the degree of cooperation, which proportion is the same as in the case of representation on the Board of Trustees except that the fully cooperating missions are given four representatives each on the Board of Managers. The alumni of the University of Nanking may elect four members and the board itself may add five members. The president of the university is *ex-officio* chairman of the Board of Managers. Representatives of missions serve for three years each and those members elected by the alumni and by the Board serve for four years each. [21] All elections to the Board of Managers are subject to approval by the Board of Trustees. All members of the Board of Managers must be Christians of evangelical faith. The present Board of Managers is constituted as follows: East China Mission of the American Baptist Foreign Missionary Society, 3 representatives; Kiangnan Mission of the Board of Foreign Missions of the Presbyterian Church, U. S. A., 4 representatives; North Kiangsu Mission of the Executive Committee of Foreign Missions of the Presbyterian Church, U. S., 1 representative; China Mission of the United Christian Missionary Society, 4 representatives; the Central China and the Kiangsi Conference, of the Board of Foreign Missions of the Methodist Episcopal Church, 4 representatives; the alumni of Nanking University, 2 representatives; the president of the university, *ex-officio*; and three coopted members, and one life member. [22]

Assignment of Functions within the Organization

Policies. Under the charter the Board of Trustees have full responsibility for the institution. They have the final voice with respect to all policies with such limitations as those noted in the case of Peking University.

Personnel. The cooperating missionary organizations elect their own representatives on the Board of Trustees in accordance with the degree of their cooperation. The Board of Trustees has the right to coopt members provided their total number is not more than twenty-four. The Board of Trustees approves all elections to the Board of Managers. The missions are guaranteed the right to elect their own representatives on the Board of Managers, but the practice is for the missions to approve persons named by the Board of Managers on the suggestion of the president of the university as the representatives of those missions. Under an amendment to the constitution, June 1925, the alumni of the university may elect four members of the Board of Managers. The president of the university is *ex-officio* chairman of the Board of Managers but without vote except in the case of a tie. The Board of Trustees elects the president on nomination of the Board of Managers, and the latter appoints all other officers. The Board of Trustees appoints in the first instance all foreign permanent teachers going out from the home land, and it may appoint and remove any member of the instructional staff. The Board of Managers appoints all Chinese instructors and approves all mission appointees to the instructional staff. The president may recommend appointments to the instructional staff both to the Board of Managers and to the Board of Trustees through their respective committees on instruction.

Finances. The same as Peking University.

Property. The same as Peking University, except that the University has the right to accept property on loan from the cooperating missions, which property it is to administer as its own. "The titles of all owned property shall be vested in the university." [23] For the administration of the property in China the Board of Managers represents the trustees.

Educational Administration. The Board of Trustees through its committee on instruction examines and reports on the system of instruction, the educational management, rules, discipline, etc., of the university. In other respects the control of the educa-

tional administration of the University of Nanking is the same as in Peking University.

SHANTUNG CHRISTIAN UNIVERSITY

Shantung Christian University, located at Tsinan, China, was incorporated by a special Act passed by the Dominion Parliament of Canada, and assented to by His Majesty George V, July 19, 1924. The University thus created "may, insofar as authority from the Parliament of Canada is requisite for such purposes, establish, maintain, and carry on a university within the Republic of China in accordance with this Act." [24]

For the purposes of "the government, conduct, management and control of the University and of the property, revenues, and business and affairs thereof," [25] the Act of Incorporation provides for the creation of a Board of Governors "chiefly representatives of the cooperative missionary organizations . . . chosen in such manner and number from time to time as may be determined by the by-laws." [26] Under the by-laws of the Board of Governors, adopted April 7, 1925, the membership of the Board of Governors is provided for as follows:

1. Members designated by the constituent organizations according to their degree of cooperation as follows: (1) One member for a quota which is temporarily less than a unit, provided the governors specifically approve; or (2) two members for one to three units; or (3) three members for four to seven units; or (4) four members for eight to twelve units; or (5) five members for thirteen or more units; and

2. Members coopted by each section of the Board of Governors to a number not exceeding one-half the number of its representative members; and

3. Three Chinese members designated by the Board of Managers; and

4. the President of the University. [27]

Members of the Board of Governors hold office for a term of four years, and all must be Christians in cordial sympathy with the purposes of the university. The sections referred to in the quotations above are a British section and a North American section. The act of incorporation provides that all acts done concurrently by both sections shall have the same force and effect as if done at a meeting of the whole board. It is stated in the by-laws that the Board of Governors will usually meet in sections and that the annual general meeting shall be held *ensemble*. [28]

The basis of cooperation as set forth in the by-laws of the Board of Governors is a unit, defined as follows:

"The minimum basis and the unit of cooperation shall be the provision of an approved member of the university staff with residence or rent along with either an annual payment of Mex. \$2,000, or a capital grant of Mex. \$35,000 for current expenses. An annual grant of Mex. \$4,000 or a capital grant of Mex. \$70,000 for plant or endowment shall be considered the equivalent of the support of a member of the staff. A full cash unit shall be an annual grant of Mex. \$6,000 or a capital grant of Mex. \$100,000." [29]

Cooperation under these terms is limited to Christian agencies accepting the regulations governing the university. Notice of withdrawal from the university must be given a year in advance of the time that such action is contemplated.

The actual composition of the Board of Governors for the year 1925-26 is as follows:*(1) The North American section—American Board of Commissioners for Foreign Missions, 1 representative; Board of Foreign Missions of the United Lutheran Church in America, 1 representative; Board of Foreign Missions of the Presbyterian Church, U. S. A., 5 representatives (3 from the men's organization and 2 from the Women's); Woman's Foreign Missionary Society of the Methodist Episcopal Church, 3 representatives; Executive Committee of Foreign Missions of the Presbyterian Church, U. S., 1 representative; Board of Foreign Missions of the United Church of Canada, 3 representatives; (2) the British Section—Baptist Missionary Society, 5 representatives; London Missionary Society, 2 representatives; Society for the Propagation of the Gospel in Foreign Parts, 3 representatives; Wesleyan Methodist Missionary Society, 3 representatives (2 men, 1 woman); English Presbyterian Mission, 1 representative. Four members are coopted by the American section, and 7 by the British. Three Chinese members are elected by the Board of Managers, and the president of the university is a member *ex-officio*.

A new element enters into the composition of the controlling board in Shantung Christian University because of the fact that missionary organizations both in America and in Great Britain contribute heavily to its support. This requires that they all have some form of representation on the Board of Governors. In

* This information was supplied by the Secretary of the Union Universities in China, 150 Fifth Avenue, New York City.

the case of those institutions in which not more than one missionary organization from across the Atlantic takes a share, and that a small share, it is not so necessary to give it representation on the Board of Governors. Note the case of Peking University, given above, in which the Foreign Mission Committee of the United Free Church of Scotland cooperates but has no representative on the Board of Governors. Whether or not an arrangement such as this set up by Shantung Christian University would prove a burden financially would depend entirely upon whether the university, the respective cooperating missionary organizations, or the individuals themselves met the expenses of crossing the Atlantic at least every second year in order to attend a meeting of the Board. The amount of authority which the Board of Governors delegates to the Board of Managers might well determine the amount of business to be transacted by the Board of Governors, thus either necessitating or eliminating annual *ensemble* meetings.

The act of incorporation authorizes the creation of a field Board of Managers of the university, the nature of the composition of which is to be stated in the by-laws of the Board of Governors, In accordance with this the by-laws of the Board of Governors has the following paragraph:

"The Field Board of Managers shall be composed of: (1) Representatives of the cooperating Christian Missions and Churches in the Field, designated on a basis from time to time determined by the Governors with due regard to the responsible relationship with the University and to the part taken by women in the University affairs; (2) three or, at the discretion of the Governors, more members designated by and from the graduates; (3) coopted members not to exceed in number one-half of the representative members; and (4) the President of the University. Each Manager shall be a Christian, in cordial sympathy with the purpose of the University. All elections to the Managers shall be subject to approval by the Governors. Procedure regarding term of membership, alternates, vacancies, et cetera, shall be regulated by the Constitution of the Managers. [30]

Acting under these instructions the Field Board of Managers has provided by-laws, approved by the Board of Governors April 9, 1926, in which the following provision is made for membership of the Board of Managers:

A. (1) One representative elected or appointed by each of the cooperating missions, churches or other Christian Organizations;

(2) one additional representative elected or appointed by each organization supplying in staff members of financial support up to the equivalent of six full units of cooperation (see p. 68 for by-laws of Board of Governors, Art. III, Sec. 3); (3) one representative appointed by each Woman's Board or other body which contributes through the Woman's Unit to the University in staff or finances up to the "minimum basis and the unit of cooperation," regardless of whether the mission of which the contributing body is a part is or is not otherwise represented on the board.

B. Three representatives designated by and from the graduates.

C. The President and Vice-President of the University as *ex-officio* members, without voting power.

D. Coopted members not to exceed in number one-half of the representative members. [30a]

It is further provided that each manager shall be a Christian in cordial sympathy with the purpose of the university and shall hold office for three years. The president of the university is the secretary of the Board of Managers.

Assignment of Functions within the Organization

Policies. The same as Peking University.

Personnel. The control which the Missionary Organizations, the Missions, the Board of Governors, and the Board of Managers exercise over the membership of the Boards of Control is the same as in the case of Peking University. The president is *ex-officio* a member of both the Board of Governors and the Board of Managers. The Board of Governors appoints the president, vice-president, treasurer and deans on the nomination of the Board of Managers, and it may appoint or remove any member of the administrative staff. Professors, associate professors and all non-Chinese permanent members of the instructional staff are appointed by the Board of Governors on nomination by the Board of Managers. The Board of Managers may appoint or remove any member of the instructional staff in consultation with the Mission concerned. The *right* to appoint or remove any member of the instructional staff is reserved by the Board of Governors.

Finances. The same as Peking University, except that the following provisions are made concerning the borrowing powers of the university:

If authorized by the by-law, sanctioned by the vote of not less than two-thirds of the members present at any meeting of the Board duly called for considering the by-law, the Board may, from time to time, as and when required for the objects of the

University—(a) borrow money upon the credit of the University; (b) limit or increase the amount to be borrowed; (c) make, accept, draw, endorse and execute bills of exchange, promissory notes and other negotiable instruments; (d) invest the funds of the University in such manner and upon such securities as are determined by the by-law. [31]

Property. "The university may take, hold, possess, or acquire by purchase, lease, exchange, donation, devise, bequest, endowment, or otherwise, such real and personal property as may be necessary or requisite for carrying out its purposes and objects; and may sell, mortgage, pledge, hypothecate or alienate such property in any manner whatsoever." [32]

Educational Administration. The Board of Managers prescribes the course of study, determines the conditions of admission, and confers undergraduate and graduate degrees and credentials. Honorary degrees are conferred by the Board of Governors. Important changes in the character of the educational policy or program may be made only with the approval of the Board of Governors.

ISABELLA THOBURN COLLEGE

The Isabella Thoburn College, located at Lucknow, India, is affiliated with the Lucknow University, a Government institution, and for the purposes for which it is affiliated is subject to the rules and regulations of that university. It is spoken of as the woman's college of the university, though it has its own boards of control, and the university exercises control only with respect to the educational administration. According to the constitution of the college ultimate authority is vested in a Board of Governors, called Board of Directors consisting at the present time of six members appointed by the Woman's Foreign Missionary Society of the Methodist Episcopal Church and two members appointed by the Board of Foreign Missions of the Presbyterian Church, U. S. A. The constitution provides that two-thirds of the members shall be appointed by the Woman's Foreign Missionary Society and one-third by the Presbyterian Board of Foreign Missions.

The local control of the college is vested in a Board of Managers, called the Board of Governors. The constitution provides that six members of the Board of Managers shall be elected by the North India Mission of the Board of Foreign Missions of the

Presbyterian Church, U. S. A.; three members each from the North India, Northwest India and Lucknow Conferences of the Methodist Episcopal Church, of whom two are chosen by the women's conference, and one by the men's conference; two members from the Central Provinces Conference of the Methodist Episcopal Church, one to be chosen by the women's conference; and one each from the Bombay, Gujerat, Bengal and Indus River Conferences of the Methodist Episcopal Church. The Board may coopt members not to exceed one-third the total *ex-officio* and elected membership of the board. The following persons are named in the constitution as members *ex-officio*: The bishops of the Methodist Episcopal Church resident in India, the district superintendent of the Lucknow District of the Methodist Episcopal Church, and the principal of the Lucknow Christian College (a Methodist College for men located in Lucknow), and the principal of the Isabella Thoburn College. Elected members of the Board hold office for three years and coopted members for one year. [33] Under this arrangement the present Board of Managers (Governors) consists of 7 *ex-officio* members, 23 elected members, and 9 coopted members, making a total of 39.*

Assignment of Functions within the Organization

Policies. The Board of Governors (Directors) controls the general policies of the institution under the direction of the Woman's Foreign Missionary Society of the Methodist Episcopal Church and the Board of Foreign Missions of the Presbyterian Church, U. S. A. The Board of Managers (Governors) has control over those matters of local concern, which are not of such importance as to demand the attention of the Board in America. The college is associated with that group of Women's Union Christian Colleges in the Orient maintaining a Joint Committee in America for purposes of raising money for the institutions. This Joint Committee however does not exert any control over the institution other than that which it may have in raising funds for the college. The University of Lucknow controls, for purposes of affiliation, such matters as the minimum requirements in subject matter and qualifications of teachers for status in the university as a woman's college. The Board of Intermediate

* Information supplied by Miss Florence L. Nichols, Principal of the college, 1919-25.

and High School Studies of the Department of Education of the United Provinces, India, controls in a similar way that portion of the college carrying on work of a secondary or a junior college type.

Personnel. The missionary organizations cooperating in Isabella Thoburn College have the same relationship to the personnel of the college as in the case of Peking University. The college is protected however in the provision that while the missionary teacher bears the same relation to her own missionary organization or mission as any other missionary, she may not be removed from the college by the missionary organization or by the mission without notice of one year in advance. [34] The Board of Managers (Governors) has a very large number of *ex-officio* members, all but one of whom are representatives of the mission and the missionary organization, either directly or indirectly. Procedure in electing the principal of the college is just the opposite from that found in most mission colleges. The Board of Governors nominates the principal and the Board of Managers elects. The Board of Managers is not forced to elect the nominee of the Board of Governors, but in practice, as we have seen in other cases, those who furnish the money have the power to have their wishes carried out even though they may not have the power constitutionally. The Board of Governors also nominates the missionary members of the faculty and the Board of Managers makes the final appointment. This practice is not nearly so unusual in connection with the appointment of missionary teachers as in the appointment of the head of a mission college. The Board of Managers may suspend a missionary teacher pending decision by the mission concerned. Non-missionary teachers are appointed and dismissed by the principal on the approval of the executive committee of the Board of Managers. As has been stated already the Lucknow University fixes the requirements for those members of the instructional staff of the college who teach university classes and the university formally makes such appointments although appointments to the university faculty are not to be confused with appointments to the instructional staff of the college as such.

Finances. The same as Peking University.

Property. The same as Peking University.

Educational Administration. The Board of Governors and the Board of Managers prescribe in a very general way the course of

study. But the minimum requirements are fixed by the Lucknow University for the courses leading to the B.A., B.Sc., and M.A. degrees, and the minimum requirements for courses leading to the F.A. and the F.Sc. are fixed by the Board of High School and Intermediate Education of the Department of Education of the United Provinces. Examinations for the various degrees are set by the University and degrees are conferred by the chancellor of the Lucknow University. The Board of Managers may make additional requirements with respect to courses of study and admissions if they so desire.

SHANGHAI COLLEGE

Shanghai College, which takes its name from the great Chinese city in which it is located, was incorporated under the laws of the State of Virginia, December 3, 1917. Under this Act of Incorporation the college is controlled by a Board of Governors, called trustees, composed of six members, three of whom are representatives of the American Baptist Foreign Missionary Society and three are representatives of the Foreign Mission Board of the Southern Baptist Convention. The certificate of incorporation does not state the manner of election nor does it state the length of the term of office. In practice the two missionary organizations appoint three of their own number to membership on the Board of Governors,* filling vacancies as they occur.

The Articles of Incorporation of the Shanghai Baptist College and Seminary printed in the Bulletin of the Shanghai Baptist College and Seminary, Vol. V, May, 1918, do not mention the Board of Governors, except as the recipient of the annual report forwarded by the joint faculty through the president to the Board of Managers, to the home missionary organizations and to the Board of Trustees. Nevertheless the Board of Governors constitutes that body on whom authority was conferred by the legislature of the State of Virginia to "own, maintain, and conduct a college for the education of young men in the city of Shanghai, in the Republic of China, and to do all things incident to such business." [35] Amendments to the Articles of Incorporation may be made by the Board of Managers in China with the approval of the two home missionary organizations. [36]

The Board of Managers is composed of 15 members, [37]

* Information furnished by Dr. James H. Franklin, Secretary of the American Baptist Foreign Missionary Society, 276 Fifth Avenue, New York City.

appointed as follows: East China Mission of the American Baptist Foreign Missionary Society, 4 members; South China Mission of the American Baptist Foreign Missionary Society, 1 member; Central China Mission of the Board of Foreign Missions of the Southern Baptist Convention, 5 members; the Chekiang Baptist Association, 2 members; the Kiangsu Baptist Association, 1 member; the Kiangsu Mandarin Baptist Association, 1 member; and the Alumni Association of the Shanghai Baptist Association, 1 member. The president and vice-president of the college are members of the Board of Managers without vote. The managers hold office for a period of three years. There are no *ex-officio* or coopted members on either the Board of Governors or on the Board of Managers of this college. All managers must be members of Baptist churches.

Assignment of Functions within the Organization

Policies. The missionary organizations must approve all major policies finally. In practice they do so usually only after the Board of Trustees have considered the matter and have passed it on with their recommendations. The Board of Managers have the control and management of the institution under the general direction of the two missionary organizations. [38] In effect this amounts to the two missionary organizations controlling the institution through the Board of Governors in America and the Board of Managers on the field. The missionary organizations do not act without the recommendation of the Board of Governors.

Personnel. The Board of Governors is made up of members elected by the cooperating missionary organizations only. The Board of Managers is composed of persons elected by the cooperating missions and in addition certain members elected by Baptist Associations, groups composed entirely of Chinese. "The president, vice-president, all professors, assistant professors, and the treasurer shall be elected by the Board of Managers, subject to the approval of the two Boards (missionary organizations) after an expression of judgment by the two missions." [39] It should be stated that the professors and assistant professors are all missionaries. There is at present no agreement as to who has the right to determine the length of the term of service of missionary professors. All other appointments are made by the president in consultation with the joint faculty and with the approval of the Board of Managers. The managers are instructed to give due

regard to the interests of the entire work of each mission in making appointments to the faculty. [40]

Finances. The two missionary organizations share equally the cost of maintaining the college, and hence both must approve all financial outlay. In case there are on the faculty at any time more missionaries of one board than of the other equitable adjustment is made by the two missionary organizations upon recommendations from the Board of Managers. Contributions for the work of the college from the missionary organizations are paid to the Board of Managers through the treasurers of the respective missions, and the Board of Managers is responsible to the missions and to the missionary organizations for the disbursal of such funds and all other money received from whatever sources. The joint faculty consisting of all professors and assistant professors presents estimates to be included in the budget, which is presented by the Board of Managers to the missions for an expression of their judgment and then forwarded to the Board of Trustees and to the missionary organizations for their approval. Salaries of those teachers who are not missionaries are determined by the joint faculty. The Board of Managers fixes the fees to be paid by the students and determines the rules governing the granting of scholarships and loans.

Property. The cost of all property is shared equally by the two missionary organizations. The Board of Governors has final authority in holding, buying, selling, renting, leasing, and doing any other things affecting the title to the property. The Board of Managers is responsible for the erection of buildings approved by the missionary organizations and the Board of Governors.

Educational Administration. The joint faculty has general control of the internal administration of the college and recommends the course of study. The Board of Managers adopts the course of study with the approval of the Board of Governors. The Board of Governors has delegated the power to grant degrees to the Board of Managers, which confers the degrees upon recommendation of the joint faculty. The Board of Managers determines the conditions of admissions.

WEST CHINA UNION UNIVERSITY

West China Union University, located at Chengtu, in the province of Szechuan, China, has a provisional charter granted by the Regents of the University of the State of New York, May 25,

1922. This charter provides for a Board of Governors, called trustees, to be composed of not more than 25 nor less than 5 members, the exact number to be determined from time to time by the Board of Governors themselves. The Board of Governors at present [41] is constituted as follows: 3 members elected by each of the following missionary organizations—American Baptist Foreign Missionary Society, General Board of Missions of the United Church of Canada, Board of Foreign Missions of the Methodist Episcopal Church, Church Missionary Society for Africa and the East, and the Friends' Foreign Mission Association; there are 12 coopted members and 1 *ex-officio*, this being the President of the University. This makes a total membership of 28, being 3 in excess of the maximum provided by the charter. Under the constitution of the West China Union University, no date, the Board of Governors is given power "to add to their membership a number of persons, not exceeding twice the number of organizations participating." [42] Under present conditions the board might elect 10 members instead of the 12 as published. Governors hold office for three years. In accordance with the provisional charter the main office is located in the city of New York, with a secretary in charge.

The Board of Managers of West China Union University is called the Senate. Each mission participating in the university elects annually two members of this body; the faculty may appoint as many members annually as the Board of Governors may approve; and the senate has authorized the convocation, the graduates, to elect four members; the president of the university and the general secretary of the West China Christian Educational Union are members *ex-officio*. The 54 members of the senate for the year 1925-1926 were distributed as follows: West China Mission of the American Baptist Foreign Missionary Society, 2; West China Mission Council of the General Board of Missions of the Methodist Church of Canada, 2; Chengtu West China Conference of the Methodist Episcopal Church, 2; Western China Mission of the Church Missionary Society for Africa and the East, 2; West China Committee of Missionaries of the Friends' Foreign Missionary Association, 2; Convocation of West China Union University, 4; Faculty of West China Union University, 38; and the President of the University and the General Secretary of the China Educational Union.

Assignment of Functions within the Organization

Policies. The constitution provides that,

"Any action of the Senate involving a change in the general policy of the University, appointment of members of the Faculty (excepting Chinese teachers, and teachers appointed by the respective Colleges or Mission Bodies), admission of another Missionary Organization or educational institution to cooperation or affiliation, erection of an important building, purchase of additional land, or a total expenditure of more than two hundred pounds sterling, or one thousand dollars, in excess of the annual budget, shall require the authorization or confirmation of the Board of Governors. Any action taken by the Senate which is believed by the Board of Governors to involve a change in the general policy of the University, may be reviewed and rescinded by the Board of Governors. In the cast of any action of the Senate to which all the representatives of one Missionary Organization in the Senate are opposed, those representatives may appeal to the Board of Governors, provided that such an appeal is approved by a majority of the Mission Body under the control of said organization; in that case, the proposed action of the Senate shall not become valid unless or until it shall be confirmed by the Board of Governors." [43]

At least two things are evident in this provision; first, the Board of Governors has supreme authority in all matters relating to general policies; second, much authority in all matters pertaining to the administration of the University is given to the senate subject to the general control of the Board of Governors. Participating missions have the right of appeal to the Board of Governors, though the missionary organizations do not have this right except through their elected representatives on that board. A missionary organization may withdraw from the university by giving twelve months' notice in writing. The missionary organizations through their respective missions may control their own colleges, schools, or hostels * within the university insofar as they do not in any way conflict with the general rules and regulations of the University.

Personnel. Missionary organizations appoint their repre-

* The following definitions are given in the Notes on the Constitution on page 13 of the pamphlet containing the Constitution: College—"an institution providing a building or buildings and one or more teachers in connection with the University, enrolling students, and providing residential accommodation for the same." School—"an institution providing a building and a staff of teachers for giving instruction in any subject or group of subjects, in connection with the work of the University." Hostel—"an institution consisting of a Principal and students, and providing residential accommodation for the same, but not under obligation to provide teaching or equipment for the University."

sentatives on the Board of Governors, but "other missionary organizations may be admitted to participation in the work of the university, on terms proposed by the senate and approved by the Board of Governors, and by each of the organizations already participating." [44] The Board of Governors elects the president and the senate elects the other administrative officers. The Board of Governors approves the appointment of missionaries not appointed by missions to the colleges. The Board of Managers approves teachers appointed to the various colleges by the respective missions; it appoints the Chinese teachers and assigns duties to all members of the instructional staff.

Finances. The same as Peking University as far as endowments, budget, and salaries are concerned, except that the Board of Governors fixes the salary of the president of the university whom it pays. Other missionary members of the faculty are paid by the mission treasurers of their respective missions. The senate prescribes the fees to be paid by individual students to the university, as well as the proportional amount of student's fees to be contributed by the respective colleges. [45] The colleges determine the conditions of the loans and scholarships which they offer to students.

Property. All university property is held by the Board of Governors, which has the sole right to buy, sell, lease, or take any other action respecting their title to it. It approves the erection of all buildings. The senate administers the property in behalf of the governors. The missions own the property adjacent to that owned by the university on which they have erected their respective colleges and hostels.

Educational Administrations. The senate prescribes the course of study to be followed in the university, though each mission decides the course for religious training and teaching to be offered by their respective colleges. The colleges provide facilities for university teaching as required by the senate, and they provide religious instruction in accordance with the requirements of their respective missions. The faculty through the cabinet may recommend changes in the course of study. The senate prescribes regulations for degrees on recommendation from the faculty though the Regents of the University of the State of New York reserve the right to award degrees. The senate prescribes the regulations for admission to the university and recommends schools for affiliation to the Board of Governors.

EVANGELICAL SEMINARY OF MEXICO

The Evangelical Seminary of Mexico, located in Mexico City is, under the Amended Plan which was adopted March 28, 1917, controlled by a Home Committee made up of one representative from each of the missionary organizations cooperating in the institution. This Home Committee has its office in the United States and has the final voice in all matters of the seminary. At the present time the following missionary organizations are represented on the Committee: American Board of Commissioners for Foreign Missions, American Friends' Board of Foreign Missions, Board of Foreign Missions of the Methodist Episcopal Church, Board of Missions of the Methodist Episcopal Church, South, Board of Foreign Missions of the Presbyterian Church in the U. S. A., Executive Committee of Foreign Missions of the Presbyterian Church in the U. S., United Christian Missionary Society, and the International Committee of the Young Men's Christian Association, Foreign Department.

Control of local matters is delegated by this Home Committee to an Administrative Council appointed by the participating bodies according to the following plan:

(a) Each cooperating body whose contribution is one thousand dollars or less, American gold, on a pro-rata contribution on their annual budget, shall be entitled to one member in the Council.

(b) Additional members shall be appointed by the different Boards for each additional thousand dollars contributed over and above the first thousand of the annual budget. [46]

In accordance with these provisions each of the eight missions cooperating in the institution has one representative on the Administrative Council. This Council practically has complete control, the Home Committee rarely, if ever, meeting to conduct business.*

Assignment of Functions within the Organization

Policies. The Home Committee has the final voice in all matters pertaining to the seminary, though general oversight of the institution is delegated to the Administrative Council.

Personnel. Each cooperating missionary organization appoints one member of the Home Committee and the respective Missions

* Information supplied by a member of the Home Committee. The latest Bulletin of the seminary was published in 1917, though frequent propaganda pamphlets are published.

appoint members of the Administrative Council in proportion to the amount of support they give, one representative for each thousand dollars contributed toward the annual budget. The Administrative Council elects the president and professors of the seminary but the elections are subject to approval by the Home Committee. The president is given power to employ instructors other than full professors for one year or less with the approval of the faculty.

Finances. The president is responsible for the preparation of the budget and for expenditures within it. The Administrative Council has control of all local finances and current expenses. The various missionary organizations pay their own missionaries on the faculty through their respective mission treasurers.

Property. The buildings are rented by the Administrative Council.

Educational Administration. The Administrative Council adopts the course of study in consultation with the faculty; determines conditions for admission and graduation, and controls in general the educational affairs of the seminary. The Administrative Council forwards to the various cooperating missionary organizations the annual report submitted to them by the president of the institution with the approval of the faculty.

KWANSEI GAKUIN

Kwansei Gakuin, in Kobe, Japan, operates under a constitution adopted by the cooperating missionary organizations in 1910. The Board of Missions of the Methodist Episcopal Church, South, and the Board of Missions of the Methodist Church of Canada, each appoints three representatives who constitute the Joint Educational Commission which has final authority in all matters affecting the general policy of the institution and which is in all matters a final court of appeal. [47] Equal representation on the Joint Educational Commission is on the basis of sharing equally the original outlay for the institution and the current expenses. There is no reference to the term of service of commissioners.

The Board of Managers, called in this case Board of Directors, is made up of eighteen members, [48] six elected by the Japan Mission of the Board of Missions of the Methodist Episcopal Church, South, six by the Japan Mission of the Board of Missions of the Methodist Church of Canada, and six by the General Conference of the Japan Methodist Episcopal Church, one of whom is the *Kantoku* (a bishop). Directors hold office for a term

of four years. The election of all Directors except the *Kantoku* of the Japan Methodist Church is subject to the approval of the Joint Educational Commission. It is provided that one-half of those appointed by the missions shall be missionaries engaged in evangelistic work.

Assignment of Functions within the Organization

Policies. The two cooperating missionary organizations have, under the constitutional agreement, granted final authority in all matters pertaining to Kwansei Gakuin to the Joint Educational Commission, which is the Board of Governors. The Board of Managers (Directors) has the right to make any recommendations which it sees fit to the Joint Educational Commission.

Personnel. All appointments to the Board of Managers are subject to approval by the Board of Governors. The Board of Governors appoints the president of the college, the vice president, heads of departments and bursar on the recommendation of the Board of Managers. The Board of Managers appoints the chaplain and the librarian. The president makes nominations for all administrative officers to the Board of Managers. Missionary members of the instructional staff appointed by one of the two cooperating missionary organizations must first be approved by the other organization. The Board of Managers may recommend for appointment by the missionary organizations missionary professors, and appoint on nomination of the president in consultation with the heads of the respective departments, all professors and teachers not otherwise appointed.

Finances. Expenses of the college are shared equally by the two missionary organizations. The salaries and all other allowances of missionary professors appointed by one of the missionary organizations are paid by the organization appointing them. Salaries of all professors and teachers not provided for by the missionary organizations are fixed by the Board of Managers. The budget is prepared and forwarded to the missionary organization for their approval by the Board of Managers.

Property. The property of the college is held by a *shadan* of missionaries, half from each of the two cooperating missions, in accordance with the laws of Japan.

Educational Administration. The Board of Managers prescribes the course of study on the recommendation of the Head of the Department concerned and under the approval of the Joint

Educational Commission. The president, bursar, chaplain, librarian and the heads of departments submit reports directly to the Board of Managers and the Joint Educational Commission.

SUMMARY

1. The organization having a Board of Governors in the home land and a Board of Managers on the field is found most frequently. Nine of the seventeen institutions included in this study are of this type and they are widely distributed in geographical location.

2. The Board of Governors in each case contains representatives of the cooperating missionary organizations, and, in four cases, coopted members in addition to these representatives. Only one institution makes the provision that a certain number of nationals of the country in which the college is located shall be on the Board of Governors, and in only two cases do the constitutions provide that there shall be nationals on the Board of Managers.

3. Representatives of the participating missionary organizations and missions on the various boards of control are appointed by the bodies which they represent.

4. A "plan of union" is found in four of the nine institutions, and in two other cases the constitutions provide that both capital and current expenditures shall be borne equally by the two co-operating missionary organizations. The "unit plan" utilized by Shantung Christian University is especially worthy of note.

5. The control of major policies with respect to personnel, finance, property, and educational administration is, with one exception, vested in the Board of Governors. The missionary organizations cooperating in Shanghai College reserve this authority for themselves. The degree in which the control of such matters is delegated by the Board of Governors to the Board of Managers varies considerably among the institutions having type III form of organization for control.

6. In five cases it is specifically stated in the constitutions that matters having to do with purely local problems shall be considered by the Board of Governors only when received from the Board of Managers accompanied by an expression of their opinion.

7. It should be noted that all the great union universities of China, to the creation of which much time and thought have been given by missionary educators, have structures of the type III

form. Even among these there are variations in the degree of responsibility borne by the respective boards of control.

REFERENCES

1. Peking University, Constitution adopted April 12, 1923, Art. III, Sec. 4.
2. Peking University, Charter granted by the Regents of the University of the State of New York, revised 1915.
3. Peking University, Constitution, Art. IV, Sec. 4.
4. Yanching University Bulletin, Volume VIII, No. 25, Peking, China, Oct., 1925, p. 12.
5. Peking University, Constitution, Art. IV, Sec. 2.
6. Educational Review (China), Jan., 1926, p. 99.
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CHAPTER VI

A. CONTROL BY A BOARD OF GOVERNORS AND A COLLEGE COMMITTEE IN THE HOME LAND AND A BOARD OF MANAGERS ON THE FIELD

A third type of organization set up for the control of mission union higher educational institutions is found in those colleges which have three boards of control. One of the three colleges in this class has two of its boards of control in the home land and one on the field; the other two have one of their boards of control in the home land and two on the field.

GINLING COLLEGE

The organization set up for the control of Ginling College, located in Nanking, China, contains a Board of Governors and a College Committee in America and a Board of Managers in China. The Board of Governors is the Board of Trustees of the University of Nanking.* By using the Board of Trustees of the University of Nanking as its Board of Governors Ginling College secures for itself all the privileges which that university has under its charter granted by the Regents of the University of the State of New York. There is no other relationship between the two institutions though they are located in the same city in China. Such an arrangement as this may serve very well in the formative years of a college, but there is at present some agitation for Ginling to have its own Board of Governors.

The Ginling College Committee is a standing committee of the Board of Trustees of the University of Nanking. [1] Membership on the committee is provided for as follows: [2]

1. The women trustees representing the incorporated missionary organizations cooperating in the Ginling College, not to exceed seven members, shall with two other members of the Board of Trustees constitute a committee to be known as the Ginling College Committee of the Trustees of the University of Nanking. This committee shall care for the interests of the college in behalf of the Board of Trustees.

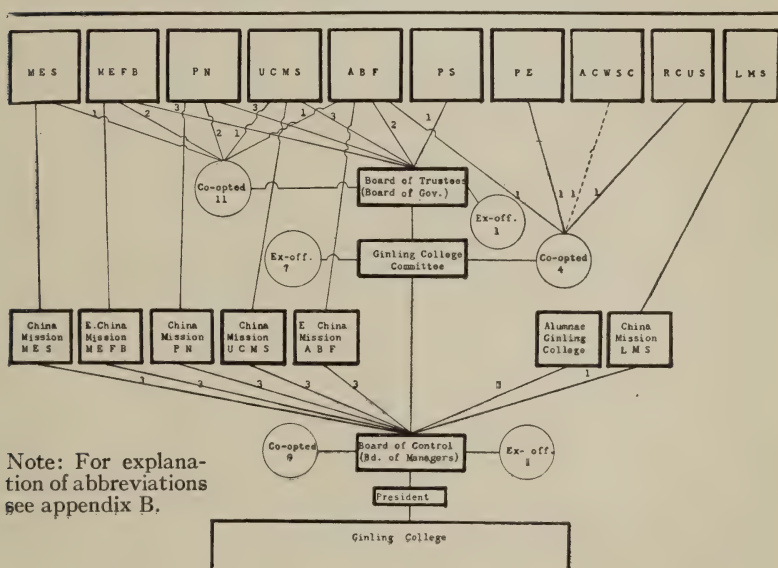
2. Additional members of the Ginling College Committee may be provided for as follows:

- (a) Three members may be coopted;

* See p. 46 for composition of this board.

CHART IV — TYPE IV — CONTROL BY A BOARD OF GOVERNORS AND A COLLEGE COMMITTEE IN THE HOME LAND AND A BOARD OF MANAGERS ON THE FIELD

GINLING COLLEGE, NANKING, CHINA



Note: For explanation of abbreviations see appendix B.

(b) One advisory member representing each institution undertaking cooperation with Ginling on the minimum basis.

(Members added to the committee under these provisions shall not be members of the Board of Trustees.)

In accordance with these provisions the thirteen members of the College Committee are distributed as follows: Appointed by the Board of Trustees of the University of Nanking, 2; women members of the Board of Trustees of the University of Nanking representing the following missionary organizations,—American Baptist Foreign Missionary Society, 1, Board of Foreign Missions of the Methodist Episcopal Church (W.F.M.S.), 2, Board of Foreign Missions of the Presbyterian Church in the U. S. A., 2, United Christian Missionary Society, 1, and Board of Missions of the Methodist Episcopal Church, South, 1; coopted members of the following fully cooperating missionary organizations,—American Baptist Foreign Missionary Society, 1, Board of Foreign Missions of the Reformed Church in the U. S., 1, and the Domestic and Foreign Mission Society of the Protestant Episcopal Church in the U. S. A., 1; and one coopted advisory member from the Association for Christian Work, Smith College. The number of representatives on the committee is determined on the basis of the contribution which the participating organizations make toward the support of the college. Full cooperation consists in “assuming financial responsibility of not less than \$10,000 gold for capital fund and not less than \$1,500 gold annually for the current expenses of the college.” [3] Affiliated relationship with an advisory member on the committee is granted to those institutions which cooperate with less amounts. It should be kept in mind that these are not units, but minimum contributions for full participation. Additional amounts will not give cooperating organizations additional membership on the committee. The constitution limits the number of full members on the committee to twelve.

The Board of Managers located in China is called the Board of Control. Fully cooperating missions appoint three members each to this board, the alumnae of the college appoint the same number, and missions in partial cooperation appoint a number agreed upon by both the Board of Control and the Ginling College Committee. [4] The president is *ex-officio* a member of the Board of Control. The term of service of members of the Board of Control is three years and all must be members of an evangelical

church. Under these conditions the Board of Control for the year 1924 consisted of 29 members distributed as follows: East China Mission of the American Baptist Foreign Missionary Society, 3; China Mission of the United Christian Missionary Society, 3; Central China and Kiangsi Conferences of the Board of Foreign Missions of the Methodist Episcopal Church, 3; Central China and Kiangnan Missions of the Board of Foreign Missions of the Presbyterian Church in the U. S. A., 3; China Mission Conference of the Board of Missions of the Methodist Episcopal Church, South, 3; the Alumnae of Ginling College, 3; China Mission of the London Missionary Society, 1; coopted members, 9; and the President of the College. [5] Among the coopted members of the Board of Control for the year 1924 are three representatives of Smith College, one from the Methodist Church, South, one from the Disciples, one from the northern Presbyterian Church, and one each from three organizations not otherwise connected with the college. The Board of Control is directly responsible to the Ginling College Committee and, through them, to the Board of Governors. Chart IV shows the nature of the organization set up for the control of Ginling College.

Assignment of Functions within the Organization

Policies. The missionary organizations cooperating in Ginling College share in the determination of policies only through their appointed or coopted representatives. It so happens that in this particular instance one missionary organization which does not contribute to the support of Ginling College, has a share in its control by virtue of the fact that it has a representative on the Board of Trustees of the University of Nanking, in which institution it has a share. The Board of Governors must finally pass upon all policies, though

"Appropriations of funds, the authorization of the budget and other expenditures, and the major problems of property, policy, and relationship shall be first considered and passed upon by the Ginling College Committee before action by the Board." [6]

Likewise the minutes of the committee are referred to the Board of Governors for ratification. The Board of Control is responsible for the local administration of the college though all its actions are subject to review by the Ginling College Committee.

Personnel. Contribution to the college on the part of a missionary organization does not guarantee the right to appoint

members on either the Board of Managers or on the Ginling College Committee; it merely places them in a position to have certain persons, whom they may designate, coopted by either of these controlling boards. If additional missionary organizations should now contribute towards the support of the college an amount giving them "full cooperation" they could not be given a "full member" on the committee without either displacing a full member of another organization or amending the constitution. Representation according to a fixed basis of cooperation falls down when the maximum membership of a board is fixed at the same time.

The seven women members of the Board of Trustees of the University of Nanking who are named as *ex-officio* members of the Ginling College Committee are originally coopted by the board. However, in coopting such members the Trustees are guided by the wish of the College Committee as to the persons to be selected and the distribution among the cooperating organizations. The Board of Trustees have decided that seven coopted members of the Board may be named and distributed by the College Committee after assigning the members among the participating organizations, gives these participating organizations the privilege of nominating their representatives. [7] The College Committee approves the appointment of coopted members of the Board of Control in China. The president of the college is *ex-officio* a member and chairman of the Board of Control though without vote. The alumnae appoint representatives on the Board of Control, though the faculty have no representative member on that board.

Neither the missionary organizations nor the Board of Governors have any control over the appointment, tenure, or dismissal of members of the administrative or instructional staffs, other than the right to approval of the general rules and regulations covering the same. The Ginling College Committee appoints and removes the president of the college on recommendation of the Board of Control. The Board of Control, however, have the right to define the duties of the president and also those of the dean and other officers whom they appoint. The Ginling College Committee appoints and removes all permanent foreign professors going out from the home land and may remove any member of the instructional staff. The Board of Control may make recommendation concerning the return of missionaries after fur-

lough and appoint voting members of the faculty whose appointment is not otherwise provided for. The president may appoint assistant teachers with approval of the Executive Committee of the Board of Control, and appoints all other employees not otherwise provided for.

Finances. The Board of Governors has final authority in all financial matters, though it does not take action without the matter having first been acted upon by the Ginling College Committee. Items for the budget are prepared by the respective departments of the college, submitted to the Board of Control through the president, forwarded to the College Committee for action and finally approved by the Board of Governors. All salaries are paid by the college, the missionary organizations making their payments to the college. The Board of Control fixes the salaries of all associate and assistant members of the faculty under general rules approved by the Board of Governors. Students fees are fixed, collected, and distributed by the Board of Control through the college offices. The Board of Control is accountable to the Ginling College Committee for all funds received from whatever source. The method of transmission of funds from the Committee to the Board of Control is recommended by the Committee and receives the approval of the Board of Governors.

Property. The Board of Governors has final jurisdiction with respect to action affecting the property of the college, though all such matters must first be acted upon by the Ginling College Committee. The Board of Control is charged with the erection of buildings approved by the trustees and is responsible for the care of all property. The president as the agent of the Board of Control has oversight of all property and business.

Educational Administration. The Board of Managers adopts the course of study on recommendation of the faculty. Degrees may be conferred only with the approval of the Regents of the University of the State of New York. The Board of Managers determines entrance requirements and the faculty examines candidates for entrance. The president reports annually to the Board of Managers, who report annually to the cooperating missions and to the Ginling College Committee and to the Board of Governors.

B. CONTROL BY A BOARD OF GOVERNORS IN THE HOME LAND AND A BOARD OF MANAGERS AND A COMMITTEE ON THE FIELD

MADRAS CHRISTIAN COLLEGE

Madras Christian College, located in the city of Madras, India, operates under three boards of control, namely, a Board of Governors in Great Britain and a Board of Managers and a Committee in India. The College was incorporated March 18, 1887, under Act VI of 1882 of the Governor-General of India in Council, and the constitution of the association declares that "for purposes of Registration the Association is declared to consist of twenty members." The registered office of the college is located in Madras.

The Board of Governors, called the Governing Board of the Association, consists of representatives "of all the churches, associations, societies, or other bodies, contributing to the support of the association, together with representatives appointed by the College Council, and such other persons as the Governing Board may from time to time elect." [9] It will be noticed that no reference is made here to the number of representatives from each cooperating body nor to the number the board may coopt, though the total number may not exceed twenty. At the present time the following missionary organizations have representatives on the Board of Governors: American Baptist Foreign Missionary Society, Board of Foreign Missions of the Reformed Church in America, the Church Missionary Society for Africa and the East, Church of Scotland Foreign Mission Committee, London Missionary Society, Foreign Mission Committee of the United Free Church of Scotland, and the Wesleyan Methodist Missionary Society. The council elects two members and the board coopts additional members. The Governing Board is the final authority in all matters pertaining to the college though it has delegated much of this authority to the council and the senatus, as will be seen below.

The Board of Managers, called the Council, is constituted as follows:

(a) The Secretary, Chairman, or other local representative of any Christian Missionary body or Society which is admitted to join in the support of the Association, and contributes not less than £300 per annum to its funds.

(b) The Principal and the Bursar for the time being of the College, and the Secretary for the time being of the Senatus.

(c) Members not exceeding two in number to be elected annually from among the professors of the college by the Senatus. Each retiring member shall be eligible for re-election at the next or any subsequent election.

(d) Members appointed by the Council, whose number shall be at least equal to the number of members comprised in sub-sections (a), (b), and (c) of this clause taken conjointly.

Under these regulations the Council for the year 1924 [10] was composed of the following: One representative from each of the following cooperating bodies—South India Mission Conference of the American Baptist Foreign Missionary Society, Arcot Assembly of the Board of Foreign Missions of the Reformed Church in America, Madras Corresponding, Committee of the Church Missionary Society for Africa and the East, South India Mission Council of the Foreign Mission Committee of the United Free Church of Scotland, South India Mission of the London Missionary Society, South India Mission Council of the Church of Scotland Foreign Mission Committee, and the Madras District of the Wesleyan Methodist Missionary Society; 2 members appointed by the Senatus; 3 *ex-officio* members; and 11 members coopted by the Council; making a total of 23. The Council is the agent of the Governing Board in caring for the local interests of the college.

In addition to the Governing Board and the Council, the Senate, composed of the principal and all the full professors of the college, shares in the control of the institution to a marked degree.

Assignment of Functions within the Organization

Policies. The same as in the case of Ginling College as far as missionary organizations, Board of Governors and missions are concerned. All policies must be in harmony with the general rules and regulations of the Madras University with which the college is affiliated, insofar as the university has rules and regulations covering the activities of the college. The college is subject to control by the Government of India since it is registered and incorporated regularly under the laws of the land.

Personnel. The missionary bodies cooperating in the college appoint their representatives on the Board of Governors. Two of the seven missionary organizations participating in the support of the college are located in America but no provision is made for

any meeting of the board to take place there. These organizations may either send their representatives across the Atlantic to attend the meetings or appoint some one in Great Britain to represent them. The council has the right to appoint two members of the Governing Board and here also the representatives may be persons from the college who happen to be in Great Britain on furlough or they may be other persons whom the council wishes to represent it. No upper limit is set on the number of persons making up the council. As a rule it is provided that a maximum number may be coopted, but in the case of the council of Madras Christian College it is stated that the council shall coopt at least as many members as are appointed otherwise. The senate, which really represents the faculty, has the right to elect two members of the Board of Managers. The Board of Governors has the power of appointment, removal and suspension of the principal and all professors of the college. The Board of Managers (Council) admits the principal and all professors to office and may suspend them and fix their duties subject to approval by the Board of Governors. The senate appoints, removes and determines duties, tenure, and salaries of all other members of the administrative and instructional staffs. Thus it will be seen that the Board of Managers has very little control over the personnel of the institution, such control being divided between the Board of Governors and the senate.

Finances. Under the certificate of incorporation the Board of Governors is made responsible for all matters relating to the finances of the institution, but it is given the right to delegate any power which it may see fit. Under these conditions the Board of Managers directs the financial business of the college, subject to the approval of the Board of Governors. It holds and invests endowments for the college. It recommends the annual budget to the Board of Governors for their approval. It fixes the salaries of the bursar and auditors whom it appoints, and the Board of Governors fixes the salaries for the principal and all professors. The Senate examines and passes for payment all bills for the current expenses of the college and prepares the budget for presentation to the Council. The Senate fixes the salaries of those whom it appoints. Fees to be paid by the students are fixed by the Board of Managers under the general rules of the Madras University. The Senate prepares rules and regulations covering

loans and scholarships but final approval must be had from the Board of Governors.

Property. The constitution gives the Council [11] authority to purchase, lease, or otherwise acquire property, rights or privileges on such terms and conditions as they may see fit; but in order to sell, mortgage, or charge property the Council must first secure the approval of the Board of Governors. The Council is the corporate body of the Association in all matters involving legal procedure. [12] And furthermore the Council is by the constitution given power "to do all such acts and things as are not hereby or by statute expressly directed or required to be exercised, or done by the Governing Board or by the senate of the College."

Educational Administration. The senate regulates the course of study in harmony with the regulations of the Madras University. Degrees are conferred by the Madras University on the formal recommendation of the principal of the college.* The senate likewise regulates the admission requirements in conformity with the regulations of Madras University. Thus it will be seen that the senate is charged with the full control of the educational affairs of the institution subject to the regulations of the university. No other college included in our study has shown such a degree of local control over the academic affairs of the institution.

WOMEN'S CHRISTIAN COLLEGE, MADRAS

The Women's Christian College, Madras, India, is maintained through the cooperation of twelve different missionary organizations. The rules and regulations of the College, dated October 11, 1919, provide for the affairs of the association to be administered by three bodies, viz., the Governing Board, the College Council, and the Senate. The organization thus created for the control of the institution is very similar to that of the Madras Christian College. The Senate is a faculty group and is the same in composition as in the case of the Madras Christian College, but does not have as much authority, as will be seen.

The Board of Governors, called the Governing Board, is com-

* Madras University sets the examination for the various degrees and informs the principal of the success of the candidates sent up by the college and the principal in turn recommends the candidates for the degrees.

posed of two representatives from each subscriber* to the Association, and cooperated members not exceeding in number one-third of the representative members. [13] The following missionary organizations are subscribers and appoint two representatives each on the Governing Board in accordance with these regulations: American Board of Commissioners for Foreign Missions, Foreign Missions Board of the Evangelical Lutheran Synod of Iowa and Other States, Board of Foreign Missions of the Methodist Episcopal Church (Women's Organization), Board of Foreign Missions of the Reformed Church in America, Board of Foreign Missions of the United Church of Canada, Woman's American Baptist Foreign Missionary Society, Church Missionary Society for Africa and the East, Church of Scotland Foreign Mission Committee (Women), Church of England Zenana Missionary Society, London Missionary Society, Foreign Mission Committee of the United Free Church of Scotland, and the Wesleyan Methodist Missionary Society. Since six of these missionary organizations are located in America and six in Great Britain, meetings of the board take place in sections, there being a British and American section respectively. No provision is made for *ensemble* meetings, as in the case of Shantung Christian University, but in case the two sections disagree, "the matter in question shall be determined by reference to the Governing Board as a whole and the opinion of the majority shall prevail." [14]

The Board of Managers, called the College Council, is constituted as follows:

1. Ex-officio members: the Principal and Vice-Principal.
2. Nominated members:
 - (a) Each subscriber by its accredited representative in India shall be entitled to nominate two persons who have been nominated by them as Members of the Association.
 - (b) The Senatus shall be entitled to nominate two persons out of its number, other than the Principal and the Vice-Principal.
3. Coopted members: The Council may coopt persons to be members of the Council; but such coopted members shall not exceed one-third of the total number of the members of the Council. [15]

* A subscriber is defined in the Rules and Regulations as "Any Church, Association, Society or other missionary body approved by the Governing Board, which for the purpose of cooperating in the support of the College contributes or agrees to contribute £200 per annum or such sum as may, from time to time, be agreed upon by the Association at its several meetings with the previous sanction of the Governing Board."

The Council acts under general instructions from the Governing Board and is responsible to it, and under the rules and regulations is given "full power to exercise and do all such things and acts as the Association could itself do as are not hereby or by statute expressly directed or required to be exercised or done by a general meeting of the Association or by the Governing Board or the Senatus of the College." [16] Under the provisions above set forth the college Council consists of the two *ex-officio* members, two representatives of the Senatus, ten coopted members, and two representatives of each of the following: Madura Mission of the American Board of Commissioners for Foreign Missions, India Mission of the Foreign Missions Board of the Evangelical Lutheran Synod of Iowa and Other States, South India Women's Conference of the Methodist Episcopal Church, the Arcot Assembly of the Board of Foreign Missions of the Reformed Church in America, the South India Mission Council of the Board of Foreign Missions of the United Church of Canada, the South India Mission of the American Baptist Foreign Missionary Society, the Madras Corresponding Committee of the Church Missionary Society for Africa and the East, the South India Mission of the Church of Scotland Foreign Mission Committee (Women), the South India Mission of the Church of England Zenana Missionary Society, the Madras District Committee of the London Missionary Society, the South India Mission Council of the Foreign Mission Committee of the United Free Church of Scotland, and the Madras District Local Committee of the Wesleyan Methodist Missionary Society. Each subscriber approves the nominations of its accredited representatives in India to the Board of Managers or Council.

Assignment of Functions within the Organization

Policies. The same as Madras Christian College.

Personnel. Missionary organizations elect two representatives on the Board of Governors provided they have contributed the minimum sum to become a subscriber. Coopted members on the Board of Governors are here limited to the usual one-third of the representative members of the board. The two representatives of each participating mission are elected by their respective missions on nomination of their respective missionary organizations. Coopted members of the Board of Managers, however, may not be more than one-third of the total membership of the

board. The principal and vice-principal are members *ex-officio* and the Senate elects two members of the Board of Managers. The principal and the professors from America and Great Britain are appointed by the Board of Governors. The Board of Managers appoints and dismisses all professors not appointed by the Board of Governors and fixes the number of members of the staff to be appointed in India. The Senate, subject to the approval of the Board of Managers, appoints and dismisses all local members of the instructional and administrative staffs except full professors.

Finances. The Board of Managers is responsible for the financial administration of the institution. It controls all expenditures within the budget approved by the Board of Governors. It may, in emergencies, with a three-fourths vote of all members take action exceeding the sanctioned expenditure. The Board of Governors determines the salaries for the principal and all professors from America and Great Britain. The Board of Managers fixes the salaries of all members of the staff appointed in India. Fees are fixed by the Board of Managers subject to the regulations of the Madras University. The Woman's Christian College, Madras, is one of the seven women's colleges of the Orient which have the services of a cooperating committee in New York City in carrying on campaigns for raising funds for the institutions concerned. This committee does not, however, have any control over the affairs of the institution. It serves as an agent, carrying out its share of an agreement entered into with the college.

Property. The property of the Women's Christian College, Madras, is held by three trustees, designated in the rules and regulations of the college, as the principal of the college, the secretary and the treasurer of the association* for the time being. All documents relating to the properties of the association are executed by the trustees for and on behalf of the association. The secretary is named as the representative of the association in all legal matters.

Educational Administration. The same as Madras Christian College.

* For the purposes of the "Societies' Registration Act of 1860" the Governing Body of the Association is the Council. Under the rules and regulations these are the only two officers the Council has.

SUMMARY

1. Institutions having three boards of control in the Organization set up for their control are less numerous than those having two boards of control.

2. Of the three institutions in this study which fall in this type one has two of its boards of control in the home land and the other on the field. The other two have one board in the home land and two on the field.

3. Ginling College has made use of the trustees of the University of Nanking as its Board of Governors for purposes of final control of all matters; but it has created a separate board of control in America to which it has asked the Board of Governors to delegate large and important functions, as well as the right of review of all matters pertaining to the college.

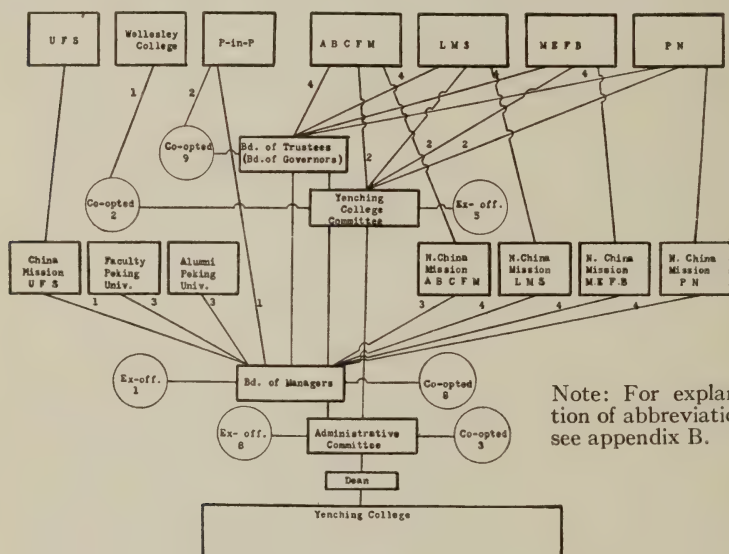
4. No relationship exists between Ginling College and the University of Nanking on the field, though they have the same body as their Board of Governors.

5. Madras Christian College and the Woman's Christian College, Madras, have organizations for control very much alike. In each we find a Board of Governors composed very largely of representatives of the participating missionary organizations, a Board of Managers similarly constituted, and a Council made up for the most part of members of the college faculty.

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CHART V—TYPE V—CONTROL BY A BOARD OF GOVERNORS AND A
COLLEGE COMMITTEE IN THE HOME LAND AND A BOARD OF MANAGERS
AND AN ADMINISTRATIVE COMMITTEE ON THE FIELD
YENCHING COLLEGE, PEKING, CHINA



Note: For explanation of abbreviations see appendix B.

CHAPTER VII

CONTROL BY A BOARD OF GOVERNORS AND A COLLEGE COMMITTEE IN THE HOME LAND AND BY A BOARD OF MANAGERS AND AN ADMINISTRATIVE COMMITTEE ON THE FIELD

Yenching College, Peking, China, has four different boards of control. The college was founded in 1905 and was recognized as the Woman's College of Peking University by the Board of Trustees of the latter institution in 1920. Thereupon the Board of Trustees* of Peking University became the Board of Governors of Yenching College. Ultimate authority rests in the Board of Governors, but the constitution of Peking University provides for a College Committee to care for the interests of Yenching College. [1] The committee is composed of the president, secretary, and all the women members of the Board of Governors as *ex-officio* members; one governor elected by the governors for a term of three years; additional members elected by the missionary organizations or colleges cooperating in the college on the following basis:

- (1) Boards which furnish
 - (a) salaries, allowances, travel, etc., of three teachers annually;
 - (b) a contribution of \$2,000 gold annually to current expenses, and
 - (c) initial gift of \$100,000 gold toward plant and equipment are entitled to appoint two members.
- (2) Boards which furnish
 - (a) salaries, allowances, travel, etc., of five or more teachers annually; and
 - (b) \$5,000 local currency annually, in addition to an initial gift of \$100,000 gold toward plant and equipment, are entitled to appoint an additional member.
- (3) Boards or colleges contributing the salary and allowance of at least one teacher annually and not less than \$1,000 local currency are entitled to appoint an affiliated member. [2]

The committee thus constituted elects each year one person to serve for a term of three years. In accordance with these pro-

* For the composition of this board see p. 39.

visions the actual personnel of the Yenching College Committee at present is as follows:

(1) *Ex-officio* members: 5, three of whom are women members of the Board of Trustees of Peking University;

(2) Elected members: 8, three of whom are elected by the American Board of Commissioners for Foreign Missions (Women's Department), two by the Board of Foreign Missions of the Methodist Episcopal Church (Women's Department), two by the Board of Foreign Missions of the Presbyterian Church in the U. S. A., one by the Board of Trustees of Peking University, and one affiliated member by Wellesley College;

(3) Coopted members: 1.

The total membership of the committee at present is 14.

The Board of Managers of Yenching College is the same as for Peking University.*

The Administrative Committee which is charged with the responsibility of determining, in general, "all questions of local business and management in accordance with the provisions of the by-laws," [3] is constituted as follows:

"the women members of the Board of Managers (of Peking University), the President and Secretary of the Board of Managers, and the Dean of the College; and these persons shall be empowered to coopt three others, from within or without the Board of Managers or the Alumnae, as members of the Committee." [4]

In accordance with these provisions the present Administrative Committee has eleven members [5] five of whom are the women members of the Board of Managers. Of these five members one is coopted by the board and the other four are the elected representatives of the following Missions: North China Missions of the American Board of Commissioners for Foreign Missions, the North China Mission of the Board of Foreign Missions of the Presbyterian Church, U. S. A., the North China Conference of the Methodist Episcopal Church, and the North China Mission of the London Missionary Society. One of the three coopted members of the Administrative Committee is an alumna of the college.

Assignment of Functions within the Organization

Policies. The Board of Governors of Peking University has ultimate authority over the affairs of Yenching College, but it designates as its agent for administering the interests of the insti-

* For composition of this board see p. 40.

tution the Yenching College Committee. This committee is largely an administrative body, transmitting with its expressed opinion thereon reports and recommendations coming from the Administrative Committee to the Board of Governors, [6] promoting the interests of the college with respect to prospective donors and faculty members, and having final jurisdiction only in the appointment or approval of teachers, except the dean. The Administrative Committee is

"in general responsible to the Board of Managers of the University, but if and when a majority of members of the Administrative Committee shall so vote, any matter may be referred to the College Committee and the decision of that Committee when ratified by the Board of Trustees shall be final; provided that no act of the Board of Managers or of the Board of Trustees may alienate to other uses than those of the Women's College (Yenching College) any funds or property given for or held in trust for the College, nor any equities which it may have or acquire in properties used jointly by the University and the College." [7]

This proviso makes the Board of Managers an effective board of control as far as Yenching College is concerned only in matters in which its control is approved by the Administrative Committee, provided the committee can get the approval of the College Committee and the Board of Governors. The Administrative Committee can be compelled to submit to the control of the Board of Managers only by the College Committee and the Board of Governors.

Personnel. The missionary organizations participating in the support of Yenching College are represented through two channels on the College Committee. The women members of the Board of Governors who are members *ex-officio* of the College Committee are in the first instance not appointed by their respective missionary organizations but are coopted by the Board of Governors. In addition to these representatives on the Committee each missionary organization has additional representatives in proportion to the degree of its cooperation in money or personnel. Three of the members of the Administrative Committee are elected by the committee itself; all the other members of the committee hold their positions by being members of the Board of Managers of Peking University, which body is also the Board of Managers for Yenching College. The Administrative Committee appoints and removes all members of the administrative staff with the concurrence of the Board of Managers, except that the ap-

pointment of the dean* of the college requires the approval of the Board of Governors. The Yenching College Committee appoints all professors and associate professors in the first instance and all other foreign permanent teachers going out from the home land, and they may appoint or remove any member of the staff. They are specifically charged with the responsibility of searching out desirable candidates for the instructional staff. The Administrative Committee may nominate professors and associate professors; and they appoint and remove all other members of the staff with the approval of the Board of Managers.

Finances. The financial interests of the college are administered by the College Committee subject to the approval of the Board of Managers. The College Committee through its committee on finance and promotion has authority in the investment and management of all funds. The Administrative Committee is responsible for the preparation of the annual budget which it forwards through the College Committee to the Board of Governors for their approval. The missionary organizations fix the salaries of those whom they pay through their respective mission treasurers. The salaries of all others are determined by the College Committee on recommendation of the Administrative Committee and with the approval of the Board of Governors. The Administrative Committee with the approval of the Board of Managers fixes the fees and makes rules governing the awarding of scholarships and loans.

Property. The property of the college is held by the Board of Governors, the signature of the president (or vice-president) and the treasurer of the board being requisite for the execution of legal documents. [8]

Educational Administration. The Administrative Committee prescribes the course of study subject to the approval of the Board of Managers. The requirements for admission and for degrees are prescribed by the Administrative Committee with the approval of the Board of Managers. The nature of the degrees to be awarded is determined by the Board of Governors subject to the provisions of the charter.

SUMMARY

1. Only one of the institutions included in this study falls in this group.

* The dean is the chief executive of the college, there being no president.

2. Yenching College has made use of the boards of control of Peking University in constructing its organization for control. It has added to these two boards a College Committee in America and an Administrative Committee in China.

3. On these two additional boards of control the cooperating missions and missionary organizations do not have representation as such. The membership is very largely *ex-officio*. The committees may coopt a small number of members and, out of courtesy, they usually coopt as members those persons who can represent those missions and missionary organizations which cooperate in the institution.

4. Control of policies with respect to finances, property, and educational administration is given to the Board of Governors; the College Committee exercises final authority over the selection and appointment of members of the teaching and administrative staffs with the exception of the appointment of the dean.

REFERENCES

1. Peking University, Constitution, Art. V.
2. Yenching College, By-laws, Art. II, Sec. 2.
3. Yenching College, By-laws, Art. VII, Sec. 4.
4. Yenching College, By-laws, Art. VII, Sec. 1.
5. Peking University, Bulletin, Vol. VIII, No. 25, Directory, October, 1925.
6. Yenching College, By-laws, Art. III.
7. Yenching College, By-laws, Art. VII, Sec. 3.
8. Yenching College, By-laws, Arts. I and VIII.

PART III

FINDINGS

CHAPTER

VIII. The Significance of the Types of Organizations Set Up for
the Control of Mission Union Higher Educational
Institutions.

IX. Implications Growing Out of the Study.

CHAPTER VIII

THE SIGNIFICANCE OF THE VARIOUS TYPES OF ORGANIZATIONS SET UP FOR THE CONTROL OF MISSION UNION HIGHER EDUCATIONAL INSTITUTIONS

The effectiveness of an organization set up for the control of a mission union higher educational institution is conditioned by a large number of variables, one of which is the basis used for the determination of types in this study, namely, the number of boards of control within the Organization. The aim of the institution, the country in which it is located, the educational system of that country, the age of the institution, its degree of development, the chief executive of the institution—all these and many more are variables which in greater or less degree influence the effectiveness of the Organization set up for the control of the institution. An Organization for control may be effective in the case of an institution located in China, or under the direction of one president, and not at all effective in the case of an institution located in Japan, or under another president.

It is the purpose of this chapter to reveal the significance of each type of organization in relation to the performance of the following functions:

1. The initiation and approval of policies.
2. The selection and appointment of personnel.
3. The securing and oversight of finances.
4. The securing and oversight of property.
5. The educational administration of the institution.

In the discussions which follow, frequent reference is made to the opinions given by various university associations in America. It is recognized, in the first place, that such opinions are not universally held, even in America, and in the second place, that they are not necessarily applicable to mission higher educational institutions. Nor are they, for that matter, inapplicable either. They are, however, an attempt at definition of "spheres of authority" by fairly representative bodies, the members of which have every opportunity to find out what beliefs are generally held.

Furthermore, significant similarities or dissimilarities in environmental conditions of colleges in America and on the mission field may aid in either the acceptance or rejection of the same principles for mission colleges.

THE INITIATION AND APPROVAL OF POLICIES

In all of the institutions studied, policies may be initiated by any board of control within the organization. Furthermore, it is generally understood that suggestions regarding policies may be offered by the faculty through the president, and by cooperating missions and missionary organizations through their respective representatives on the various boards of control. Great freedom is thus the rule in the initiation of policies. In the case of Ginling College, which has both a Board of Governors and a College Committee in America, while the Governors are free to initiate policies and have the final voice in the determination of all policies, they may not exercise this power without having received the action of the College Committee.*

Those policies relating to the aim, object or purpose of the institution and those safeguarding the Christian character of the institution, such as the requirement that all members of the boards of control shall be Christians, are usually stated in the constitution.† These policies can be altered only by amendments to the constitution. Table I shows the provisions for making amendments to the constitutions of the seventeen institutions. In two institutions the approval of all the missionary organizations is necessary to amend any part of the constitution, in addition to the consent of the Board of Governors in one instance and with the consent of the Board of Managers in the other. In one case the consent of three-fourths of the participating missionary organizations is necessary for an amendment to the constitution. In two cases the consent of a majority of the missionary organizations is required for amending certain parts of the constitution. Thus in only five of the seventeen institutions do the missionary organizations have direct share in the shaping of the major policies as defined in the constitutions of the colleges. It is noted that all five of these cases are in Type II organizations. It is significant, too, that those two institutions which require the

* See Chapter VI, p. 70.

† The word "constitution" is here used indicating that body of rules and regulations under which the college operates.

approval of all the missionary organizations for an amendment are institutions in which only two missionary organizations cooperate.

TABLE I

PROVISIONS FOR AMENDING THE CONSTITUTIONS OF THE SEVENTEEN
INSTITUTIONS

<i>Type</i>	<i>Institution</i>	<i>Consent of</i>
I.	Union Ch. College, Pyengyang...	Governors and four-fifths of Missions.
II.	Chosen Ch. College.....	Two-thirds of Governors; cannot change Arts. II, VI, XVIII and XX.
	Meiji Gakuin.....	Two-thirds of Governors; cannot change Arts. II, III and XVII.
	Woman's Ch. Coll. of Japan.....	Three-fourths of Governors and Government; cannot change Art. III.
III.	Evangelical Sem. of Mex.....	No provision for amendments.
	Isabella Thoburn College.....	Two-thirds of Governors and two-thirds of Managers.
	Fukien Christian Univers.....	Three-fourths of Governors (present).
	Kwansei Gakuin.....	Governors and Missionary Organizations.
	Peking University.....	Two-thirds of Governors; majority of Missionary Organizations for Arts. II, III (1), IV (1a), VII; Yen-ching Coll. Com. for Art. III (7, 8), V or VI.
	Shanghai College.....	Managers and Missionary Organizations.
	Shantung Christian Univ.....	Two-thirds of Governors.
	University of Nanking.....	Two-thirds of Governors; majority of Missionary Organizations for Arts. II, III (1), IV (1, 2), VI, and VII; Ginling Coll. Com. for Arts. III (6), V (4B).
	West China Union Univ.....	Majority of Senate and Governors and three-fourths of Missionary Organizations.
IV.	Ginling College.....	Two-thirds of Governors and Managers.
	Madras Christian College.....	No provision for amendments.
	Woman's Ch. College, Madras...	No provision for amendments.
V.	Yenching College.....	Two-thirds of Yenching College Committee and Governors.

It is most unusual that in one of these two latter institutions, namely Shanghai College, the consent of the Board of Governors is not required for an amendment to the constitution. The one institution in Type I requires the approval of four-fifths of the missions for amendments to the constitution. This, it should be remembered, is a union of missions rather than of missionary organizations.

In eight of the seventeen institutions it is specifically provided that amendments shall be approved only by the Governors or both the Governors and the Managers. The missionary organizations in such cases share in the control of the policies defined

in the constitutions only through their appointed representatives on the boards of control.

In those mission colleges which are independent, such as Canton Christian College and the American University at Beirut, missionary organizations are free to cooperate, and do so, but have no voice in the shaping of policies and no guarantee at all that they shall have representatives on the Board of Governors. If they do have one or more of their number on the Board of Control it is not on their own appointing, but by invitation of the board itself.

Control of Policies Not Stated in the Constitution. In all but two of the institutions the Board of Governors has the final approval of all major policies. In these two institutions, both of which are in Type III, such power is exercised under the general control of the cooperating missionary organizations.

The American Association of University Professors, in its bulletin volume 10, No. 5, makes the following suggestions with respect to the control of policies:

"The trustees should be primarily the custodians of the financial interests of the university, and as such they should have the consenting voice in the final determination of its educational policies. . . .

"There should be a recognized mode of procedure for the joint determination, by trustees and faculties, of what is included in the term *educational policies*. It is difficult to frame in advance a completely inclusive definition of this term. Clearly, educational policies include the following: standards for admission and for degrees; determination of the proper ratio between numbers of students, of courses and of instructors, respectively; numbers of teaching hours; the establishment of new chairs and departments of instruction, of new curricula and courses; the organization of new administrative units; the promotion of research; provision for publication; the abolition of any established form of educational or research activity; the distribution of income between material equipment and personnel. In the case of doubt or dispute as to whether a given matter is a question of educational policy, the matter should be decided by conference between trustees and faculty representatives and only after opportunity had been given for the faculty to consider and decide its views upon the matter. . . .

"It is highly desirable that the trustees keep in as close personal touch as possible with the work and needs of the various departments of the university, preferably through conference with the professors. It is highly desirable also that there should be frequent opportunity for informal meetings of trustees and professors, for the purpose of mutual acquaintance." *

* Quoted by Robert L. Kelly in "Tendencies in College Administration," New York, 1925, p. 266.

Those institutions having organizations of Type I or Type II for control would find no difficulty in bringing about conferences between the members of the faculty and the Board of Governors. But when the Board of Governors is located in the home land as in the other three types such a procedure would be impossible. Boards of Governors may have occasionally at their meetings missionary professors on furlough. Boards of Managers have opportunity to confer with faculty members but no opportunity to confer with the Board of Governors. West China Union University has met the problem by having 38 members of its faculty on the Board of Managers! Peking University, while making the Board of Governors the ultimate authority in all matters, provides that they shall act on local matters only after having received the expressed opinion of the Board of Managers concerning the same.

In general, the purpose of all higher education is twofold, viz., (a) The Advancement of learning, and (b) the Dissemination of learning.* Missionary education is by its very nature more concerned with the dissemination of learning than with the advancement of learning. The original injunction concerning the entire missionary enterprise is "Go and teach." Research is not so closely related to the missionary idea. A few mission educational institutions are interested in research, but the greater number limit their activities to teaching. A knowledge of the conditions within the community is necessary for wise direction of the academic life of an institution. Control of educational policies of mission educational institutions thus demands even more strikingly that there be frequent conferences between the members of the faculty and the Board of Governors.

THE SELECTION AND APPOINTMENT OF PERSONNEL

In all educational institutions in general and in all mission educational institutions in particular the selection and appointment of the persons who are to control, administer, and execute functions, is a most vital concern. The problems involved in the control and administration of mission union higher educational institutions are complex. They deal with adjustments of personalities, with the blending of cultures, with conflicting social standards, with antagonistic religious ideals, with nationalistic

* Chassee, L. J., "A Study of Student Loans and Their Relation to Higher Educational Finance." New York: Harmon Foundation, Inc., 1926.

ideals and policies. The fact that such institutions are both private and "mission" only enhances the difficulties under which they are controlled.

"The function of privately controlled education at home is to point the way to educational advance through its great freedom of initiative and experimentation. The function of education inspired by the religious motive is to formulate and work out a comprehensive scheme of education which shall include essential elements of culture and personality which are apt to be minimized or neglected in the mass education controlled by the public. The function in mission education is to serve these purposes abroad in much more difficult situations." *

Proportionate Representation on the Boards of Control. The number of representatives which a given denomination or cooperating body may have on a board of control of a union institution is determined either by a statement in the constitution, or by the vote of affiliation, or by the degree of cooperation as stated in the constitution. Even though the constitution does state the exact number of representatives which a given mission may have on the board of control it is quite likely that the number was originally fixed by the degree of cooperation of that mission. Table V shows the manner in which the number of representatives of the cooperating missions and missionary organizations is determined in the seventeen institutions included in this study; and table VI shows the number of representatives allowed for the various degrees of cooperation in the nine organizations having a plan of union, or basis of cooperation. By full cooperation is meant that amount of contribution which entitles the donor to the maximum number of representatives on the board of control. One institution, the Evangelical Seminary of Mexico, has no maximum number of representatives, a cooperating body being allowed to appoint as many representatives on the boards of control as it contributes thousands of dollars to the support of the institution. The one institution in Type I has no basis of cooperation and only one of the three in Type II has such a plan. Four of the nine in Type III have plans of union and all those in Types IV and V have plans either for the Board of Governors or for the Board of Managers or both. The constitution of Madras Christian College makes no reference to the number of representatives from the cooperating

* Monroe, Paul, "Mission Education and National Policy" in Papers on Educational Problems in Mission Fields, published by the International Missionary Council, November, 1921, p. 4.

TABLE II

HOW THE NUMBER OF REPRESENTATIVES OF THE COOPERATING MISSIONS AND
MISSIONARY ORGANIZATIONS IS DETERMINED

Type	Institution	Board of Governors				Board of Managers			
		Reps. of Con- stituent Bodies		Reps. of Ad- ditional Bodies		Reps. of Con- stituent Bodies		Reps. of Ad- ditional Bodies	
		Fixed by		Fixed by		Fixed by		Fixed by	
		Consti- tution	Degree of Coop.	Consti- tution	Degree of Coop.	Consti- tution	Degree of Coop.	Consti- tution	Degree of Coop.
I	Union Ch. Coll., Pyongyang . . .	Yes
II	Chosen Christian College	No	Yes	No	Yes
	Meiji Gakuin . . .	Yes	No
	Woman's Ch. Coll. of Japan	Yes	No
III	Evangelical Sem. of Mex.	Yes	No	No	Yes	No	Yes	No	Yes
	Fukien Christian University	Yes	No	No	Yes	No	Yes	No	Yes
	Isabella Thoburn College	No	No	Yes	No
	Kwansei Gakuin . .	Yes	No	Yes	No
	Peking University .	Yes	No	No	Yes	Yes	No	No	Yes
	Shanghai College .	Yes	No	Yes	No
	Shantung Chris- tian University . .	No	Yes	No	Yes	No	Yes	No	Yes
	University of Nan- king	Yes	No	No	Yes	No	Yes	No	Yes
	West China Union University	Yes	No	No	Yes	Yes	No	Yes	No
IV	Ginling College . .	Yes	No	No	Yes	No	Yes	No	Yes
	Madras Christian College	No	Yes	No	Yes
	Woman's Ch. Coll. Madras	Yes	No	Yes	No	Yes	No	Yes	No
V	Yenching College	Yes	No	No	Yes	Yes	No	No	Yes

TABLE III

THE NUMBER OF REPRESENTATIVES ALLOWED FOR THE VARIOUS DEGREES
OF COOPERATION

Type	Institution	Board of Governors			Board of Managers		
		Full	Partial	Mini- mum	Full	Partial	Mini- mum
II	Chosen Christian College	4	2	I
III	Evangelical Sem. of Mex.	I	I
	Fukien Christian Univ.	3	4	3, 2	I
	Shantung Christian Univ.	5	4, 3	2*	6	5-2	I
	University of Nanking	3	2	I	4	2	I
IV	Ginling College	3	2	I	3	2	I
	Madras Christian College	I	..	I
	Woman's Ch. College, Madras . .	2	..	2	2	..	2
V	Yenching College†	3	2	I

* One member for a quota which is temporarily less than a unit.

† For representation on the Yenching College Committee.

bodies on the Board of Governors, though the total number is fixed at twenty. The maximum number of representatives on a board of control is seen in the case of Shantung Christian University Board of Managers with a possible six from any one mission. The number of representatives which a mission may have on the Board of Managers is, on the whole, larger than the number the missionary organization may have on the Board of Governors for the same degree of cooperation.

Manner of Appointment of Members of Boards of Control. The charter of Chosen Christian College contains conflicting statements with respect to the manner in which representatives of cooperating missions are to be appointed. Under the heading "Representation of Missions" it is stated that the mission shall appoint the representatives in proportion to the degree of cooperation. In the succeeding article we find the following provision:

"At the expiration of the term of office of a Manager, the Board shall elect his successor. In case the Manager represents a Mission the Board shall select a member of that Mission and in doing so shall be governed by the opinion of that Mission."

In four institutions of Type III the Board of Governors has the approval of appointments to the Board of Managers. In the case of Kwansei Gakuin such approval extends only to the appointments made by the respective missions. The Ginling College Committee (Type IV) approves the members coopted by the Board of Managers of Ginling College. Authority of this nature gives unusual power to a body which has little opportunity to see the members whom it approves. No such consideration is necessary in the case of those institutions having their board of governors located on the field.

The right of missions to make appointments to the boards of control is significant in the development of mission educational institutions. In all seventeen institutions in the study, missions have this power and they are at liberty to make the appointments in any way they see fit. The question is at once asked, "What is a mission?" The answer is found in the hand-books and other official publications of the missionary organizations. Extracts giving the definitions of missions of twenty-one societies are presented in appendix E. In all but one of the instances cited—and efforts were made to include here statements from all the larger missionary organizations, though a few failed to respond—the mission consists of the missionaries appointed by the missionary

organization within a defined geographical area. Appointments by a group of missionaries are very apt to be from their own number, and hence mission representatives on boards of control of union higher educational institutions include in their number very few nationals. The secretary of the Friends' Foreign Missionary Society points out the fact that in more than one instance the mission has appointed a Chinese as its representative on the Senate of West China Union University. Two of the ten Chinese members of the Board of Managers of Shantung Christian University represent missions. The Methodist Episcopal church differs from other denominations in the organization of its work on the foreign field in that it has no missions as such. The work on the foreign field is organized as it is in the home land. The annual conference composed of both missionaries and nationals appoints representatives on the boards of control. The transfer of powers from the mission to groups made up largely of nationals is constantly taking place in missionary circles, and among these transferred powers is the right to appoint representatives on boards of control of union institutions. The Board of Managers of Shanghai College has members appointed by three different Baptist Associations in China, the membership of which is open to Chinese. So long as the representatives of missions are in the majority on boards of control of union institutions the composition of the missions is a most important matter. In cases such as West China Union University in which the Board of Managers has a total membership of 54, of which members of the faculty number 38, the faculty has the majority and so the mission representatives have less power. However, West China Union University does provide that

"The members of no one of the Mission Bodies cooperating in the University shall have a number of votes in the Senate equal to or exceeding one-half the total membership of that body." *

With respect to the representation of the faculty on boards of control the American Association of University Professors gives its opinion as follows:

"The faculty should be represented in some manner at regular or stated meetings of the board of trustees. This end may be accomplished in several ways: members may be elected by the faculty to membership on the board of trustees for limited terms of office and without vote (the Cornell plan); or the faculty com-

* West China Union University constitution.

mittee on university policy may be elected by the faculty from its own members to be present and advise with the board as a whole, or with the regularly appointed committee of the board on university policy (the plan in vogue at Princeton, Stanford, Wisconsin, etc.) The majority of your committee favours the latter plan. . . .

"The conference committee plan seems to be best suited for state institutions, and faculty representation on the governing board for privately endowed institutions." *

In the mission colleges included in this study the faculty is not represented on the board of governors of any institution. The president is a member of the board of governors in six instances.

TABLE IV
NATIONALS ON BOARDS OF CONTROL OF UNION INSTITUTIONS

Type	Institution	Boards of Control									
		Governors		Managers		Coop. Com.		Coll.	Com.	Adm. Com.	
		Total	Native	Total	Native	Total	Native	Total	Native	Total	Native
I	Un. Ch. Coll. Pyengyang...	16	5
II	Chosen Ch. College	15	4	14	0
	Meiji Gakuin...	17	9
	Wom. Ch. Coll. of J.	15	4	12	0
	Median...	15	4	13	0
III	Evangelical Sem. of Mexico	8	0	9	1
	Fukien Ch. Univ.	12	0	10	2
	Isabella Th. College	8	0	32	9
	Kwansei Gakuin	6	0	18	6
	Peking Univ.	17	0	33	12
	Shanghai College	6	0	16	6
	Shantung Ch. University	49(?)	0	25	8
	University of Nanking	24	0	23	8
	West China Univ.	24	0	54	6
	Median...	12	0	23	6
IV	Ginling Coll.	24	0	28	4	10	0
	Madras Ch. College	10	0	23	1
	Woman's Ch. Coll., Mad.	28	0	37	4
	Median...	24	0	28	4
V	Yenching	17	0	33	12	13	0	12	3

In four institutions, two in Type III and two in Type IV, the faculty elects its own representatives on the board of managers.

Alumni are given the right to elect representatives on the boards of governors of the Union Christian College, Pyengyang, and of

* Kelly, Robert L., "Tendencies in College Administration," p. 265-6.

Chosen Christian College; four institutions of Type III extend the privilege of electing their own representatives on the board of managers to their alumni; and the same is true of one institution in Type IV. Alumni are frequently included among the coopted members which the boards of managers usually have the right to add to their number. Shantung Christian University has a provision for the election of three Chinese as members of the Board of Governors. No provision is made however for them to be present at the meetings of the board, though there is nothing to hinder the election of a Chinese resident either in the United States or in Great Britain to the board. In this connection it must be borne in mind that in many cases the alumni are very few in number thus far, and have not yet had time to make a reputation which would justify their being elected to membership on a board of control. On the other hand some of the older institutions, such as Madras Christian College (established as a college in 1865), Meiji Gakuin (founded as a college in 1883), Isabella Thoburn College (established as a college in 1886), have made no special provisions for alumni to be represented on their boards of control. Table VII shows the situation with respect to the number of nationals on the boards of control of the various institutions as revealed in the most recent catalogues. Boards of Governors on the field are larger than in the home land, but the increase in size just cares for the number of nationals on those boards, with one exception there being no nationals on boards of governors in the home land. While boards of governors on the field are smaller than boards of managers, the percentage of nationals in the membership of the former is slightly larger.

Administrative and Instructional Staffs. The first duty of the Board of Governors of an educational institution is to appoint the chief executive of the institution. A noted college administrator in the United States has said that it is the business of the Board of Trustees to elect the president of the college and then let the world in general and the faculty in particular know that it is the business of the president to run the college. The National Association of State Universities puts the selection of the president as the first duty of the trustees.* The American Association of University Professors makes the following suggestion with regard to the selection of a president:

"The president should be nominated by a committee of the board of trustees acting jointly with a similar committee selected

* Kelly, Robert L., "Tendencies in College Administration," p. 263.

by the faculty. The nomination of this committee should require confirmation by the board of trustees. The president's term of office should be indefinite." *

The one institution in Type I provides for the selection of the president by the Board of Governors for a period of three years. The Board of Governors also appoint the dean and the treasurer annually, and approve the appointment of all other members of the faculty by their executive committee.

The Boards of Governors of the three institutions in Type II have the final voice in the election of the presidents of those institutions, and also other major officers of administration. In practice the Cooperating Committee for Chosen Christian College reviews and approves appointments made by the Board of Governors, though it has no real authority to do so. The Cooperating Committee for the Woman's Christian College of Japan selects teachers in America for the college. All other appointments to the instructional staffs of these three institutions are made by the Boards of Governors in consultation with the presidents.

Appointments in Type III Organizations are more complicated. In two instances the Board of Managers elects the president subject to the approval of the Board of Governors. In one instance the Board of Governors nominates the president and the Board of Managers elects. In one instance the Board of Governors elects the president without any recommendations from the Board of Managers and in five instances the Board of Governors elects the president on nomination by the Board of Managers. In only one institution, Shanghai College, is the approval of the election of the president by the missionary organizations required. With one exception other administrative officers are elected in the same manner. This one exception is in the case of West China Union University in which the Board of Managers has power to elect the other administrative officers.

Members of the instructional staff are elected by the Board of Managers with the approval of the Board of Governors in three of the nine institutions in Type III. In two instances the Governors elect the major members of the teaching staff and the Managers elect the minor members. In two instances the Managers elect the teachers except that the Governors elect the missionaries in the first instance. In one instance the professors are elected by the Managers with the approval of the missionary organiza-

* Kelly, Robert L., "Tendencies in College Administration," p. 269.

tions. And in one case members of the instructional staff may be appointed by the missions to the colleges maintained by them in the university, such appointment to have the approval of the Board of Managers, and others are appointed by the Board of Governors. A missionary member of a faculty of a mission union university, if supported by either a missionary organization or a mission, must be approved by that organization or mission. But the important point in this connection is that in certain union institutions the Board of Governors or the Board of Managers still has the final approval of such persons even though they may be appointed by their own mission or missionary organization to service in the institution. There is a danger in at least one implication in the method of election of members to the faculties. The delegation of the authority to appoint professors, associate professors and assistant professors to the Board of Governors, and the delegation of the right to appoint all other members of the faculty to the Board of Managers, when connected with the other method, namely, that of giving the Board of Governors the right to appoint all foreign members of the faculty, implies that native members of the faculty may not be full, associate, or assistant professors.

It is noteworthy that certain institutions of this Type as well as of Types IV and V have set up committees in addition to the Board of Governors in the home land to assist them in securing candidates for the teaching positions in the colleges. Not the least of the duties of a Board of Governors in the home land is the selection of suitable candidates to be sent out for work in the colleges. Organizations such as those in Type I have no such means of securing new missionary teachers and must depend upon the missions to supply them with missionary teachers. One of the main functions of the Cooperating Committee in Type II organizations is the selection of teachers. It is possible that not having such a group to represent it in the home land would force an institution to utilize to a fuller extent native teachers; but no material is at hand with which to determine this matter. A real handicap is placed on an agency in the home land in the selection of teachers because it can have so little contact both with the existing faculty and with conditions on the field. At the same time it is quite necessary that the group in the home land be given fairly full powers in making selections, for the persons on the field cannot wait for much correspondence to pass between them

and the candidate. All in all the task of selecting teachers for a mission college has grave difficulties. The sooner the mission succeeds in making itself dispensable, the better will the institution be from this point of view.

Objection is frequently raised to the mission appointing one or more of its members to teach in a college. It is pointed out that such professors feel their responsibility to the mission rather than to the college; and that the mission feels that it has the right to call upon a representative on the faculty to fill a number of additional jobs, such as serving on innumerable committees, filling pulpits, or even serving as preacher-in-charge. On the other hand those who favor the scheme say that it works admirably in connecting the work of the college up with the general work of the mission.

The method of appointment of members of the staff in the other two types of organization for control differs but little from that already described in the case of Type III organizations. The two institutions in Madras give much more power to the local board of control or Senate. In the case of Ginling College and Yenching College, the authority usually given to the Board of Governors with respect to appointments is vested in the College Committees in America.

The Maintenance of the Christian Purpose through Personnel. In order to safeguard the Christian purpose for which mission educational institutions have been established it is highly desirable that members of boards of control and members of the faculty be Christian men and women in sympathy with the purposes for which such institutions exist. Tables V and VI show the restrictions placed upon members of the Boards of Governors and the Boards of Managers as stated in the constitutions of the respective institutions. In only four of the constitutions is it specifically stated that members of the Boards of Governors shall be Christians. These four institutions include the one in Type I, two in Type II and only one in Type III. It appears that having the Board of Governors located on the field necessitates precaution in assuring the Christian character of the board. It may be that with the Board of Governors located in the home land it is taken for granted that the members of the board will be Christians. We find that of the thirteen institutions in Types III, IV, and V, seven imply residence in the home land for members of the Board of Governors, two state definitely that the members must live in

the home land, two provide that a majority of the members be citizens of the United States, and only two have no restrictions with respect to place of residence of members of the Board of Governors.

TABLE V

CONSTITUTIONAL RESTRICTIONS PLACED ON MEMBERS OF THE BOARDS OF GOVERNORS OF THE SEVENTEEN INSTITUTIONS

<i>Type</i>	<i>Institution</i>	<i>Restriction</i>
I.	Union Ch. Coll., Pyengyang	Must be members of the church; residence in Korea is implied.
II.	Chosen Christian College	Must live in Empire of Japan and be Christians.
	Meiji Gakuin	Must be Christians and one-half must be missionaries.
	Woman's Ch. Coll. of Japan	Must live in Japan.
III.	Evangelical Sem. of Mex.	Residence in U. S. is implied.
	Fukien Christian Univ.	No restrictions.
	Isabella Thoburn College	Residence in U. S. is implied.
	Kwansei Gakuin	Residence in U. S. is implied.
	Peking University	Majority must be citizens of U. S.
	Shanghai College	Residence in U. S. is implied.
	Shantung Christian Univ.	Must be Christians.
	University of Nanking	Residence in U. S. is implied.
	West China Union Univ.	Must live in the "home lands."
IV.	Ginling College	Residence in U. S. is implied.
	Madras Christian College	Must live in Great Britain.
	Women's Ch. Coll., Madras	Residence in U. S. and England is implied.
V.	Yenching College	Majority must be citizens of U. S.

TABLE VI

CONSTITUTIONAL RESTRICTIONS PLACED ON MEMBERS OF THE BOARDS OF MANAGERS OF THE SEVENTEEN INSTITUTIONS

<i>Type</i>	<i>Institution</i>	<i>Restrictions</i>
I.	(No Board of Managers)	
II.	(No Board of Managers)	
III.	Evangelical Sem. of Mex.	Residence in Mexico is implied.
	Fukien Christian Univ.	Where practicable one-half shall be Chinese. Members of faculty only with consent of Bd. of Managers.
	Isabella Thoburn College	Residence in India is Implied.
	Kwansei Gakuin	One-half of missionaries on Bd. of Man. must be evangelistic missionaries.
	Peking University	Must be Christians; one-half must live near Peking.
	Shanghai College	Must be members of Baptist churches; implied residence in China
	Shantung Christian Univ.	All must be Christians.
	University of Nanking	Must be Christians of evangelical faith.
	West China Union Univ.	Residence in China is implied.
IV.	Ginling College	Must be members of an evangelical church.
	Madras Christian College	Must live in Madras Presidency.
	Woman's Ch. Coll., Madras	Must live in India.
V.	Yenching College	Must be Christians; one-half must live near Peking.

Table VI gives further evidence of the desire to safeguard the Christian character of the membership of boards of control on the field. Of the thirteen institutions having Boards of Managers on the field the constitutions of seven state that the members must be Christians. One constitution requires that members of the Board of Managers shall be members of an evangelical church; another requires that members shall be Christians of evangelical faith; and still another requires that members of the Board of Managers shall be members of Baptist churches. In one institution there is a provision that one half of the missionaries on the Board of Managers shall be evangelistic missionaries. It should be kept in mind that being an evangelistic missionary and being a member of a particular church, are not in themselves either qualifications or disqualifications for effective membership on a Board of Managers of a mission union higher educational institution. Other things being equal such might be the case. The inclusion of such conditions in the constitution limits the group from among whom Managers may be chosen to such an extent that the board may suffer from "like-mindedness." It may possibly hinder the presence on the Board of persons who have the training and experience which fit them to make very valuable contributions to the college.

It is undoubtedly desirable that members of Boards of Governors should be Christians. Otherwise they will be unable to understand the aims and purposes for which such institutions have been founded. Boards of Governors, in most institutions, have the final voice in all matters concerning the welfare of the institution, and no chances must be taken that members shall be such that they cannot give the best Christian advice growing out of Christian experience and training. The same argument however, does not hold as regards members of Boards of Managers. There may be times when the presence of a non-Christian gentleman on a Board of Managers would help to give the institution a closer connection with the prevailing educational system of the country, and his presence there might not at all make the institution any the less Christian in character; in fact the Christian purpose might even be more readily attained. One thing that ought to be included in a distinctly Christian institution is thoroughness, effectiveness, doing the best that can possibly be done. How ineffective Boards of Managers may become is seen in the case of those institutions on which there are nationals in no way

fitted for their responsibilities. True, they are Christians, and so satisfy the requirements laid down in the constitution. Their experience does not fit them to make any contribution whatsoever. They rarely offer a suggestion. It is a fair question to ask whether or not the "Christian" purpose of the institution might not better be served by having on the Board non-Christians who have a contribution, rather than these Christians who are there merely because they are Christians. Once more we may say that merely being a Christian does not qualify one, nor does it disqualify him, for being a member of a Board of Managers of a mission college. Other things being equal the Christian should be appointed, but "other things being equal" cannot well be put into constitutions!

Twelve of the seventeen institutions have no restrictions in their constitutions relative to the religious faith of the members of the faculty. The one institution in Type I and one in Type II require that all regular and permanent teachers shall be Christians. Three institutions of Type III have a provision that the members of the faculty shall be Christians, though this requirement may be waived under special conditions. In Peking University and the University of Nanking, it may be waived by the Board of Governors on the recommendation of the Board of Managers, and in Shantung Christian University, it may be waived by a two-thirds vote of the Board of Managers. Every effort should be made to provide a thorough-going Christian faculty for a Mission educational institution. No influence is greater than the life of the teacher upon the pupil, and unless that life is permeated with Christian ideals the pupil will fail to receive the great benefits that should come to him from a Christian institution. But, being a Christian does not in itself qualify one for a position on the faculty of a mission college. There must be scholarship, ability to teach, productivity, and character. Other things being equal, the Christian should be appointed. If it is desirable to state in the constitution the requirement that all members of the faculty shall be Christian, it is even more desirable that at the same time the power to waive this requirement under special conditions be given either to the Board of Managers or to the Board of Governors.

THE SECURING AND OVERSIGHT OF FINANCES

As has already been pointed out the American Association of University Professors holds the opinion that the Board of Govern-

ors are primarily the custodians of the financial interests of the university. The National Association of State Universities points out the fact that "practice and policy usually have distributed the initiative and decision" with respect to the finances of state universities as follows:

Trustees

1. Select comptroller or responsible financial executive.
2. Present financial needs to the legislature.
3. Vote the budget.

Trustees through Secretary

1. Collect all money due the university.
2. Responsibility for detailed care of income and expenditures under the budget.
3. Care of trust funds.

President

1. Present budget to trustees.
2. Large responsibility for securing support.*

According to the constitutions the Board of Governors of sixteen of the seventeen institutions included in this study have final authority in all financial matters. The one exception is in the Evangelical Seminary of Mexico in which the Board of Managers has final control over all local expenses. In Ginling and Yenching colleges the Boards of Governors act in the approval of the budget only after having received the opinion of the College Committees in each case. The two colleges in Madras give the control of the financial interests of the colleges to the Board of Managers, and permit the Senate to examine and pass for payment all bills for ordinary current expenses, though in practice the budget is approved by the Board of Governors.† It is true in each institution that the missionary organizations participating in the union approve that portion of the budget for which they are responsible, but there is no instance in which all the cooperating bodies approve all the budget. The Board of Managers is responsible to the Board of Governors, in all cases but one, for all money received from whatever source. The constitution of Shanghai College provides that the budget shall be presented to the missions for an expression of their opinion and then forwarded to the

* Kelly, Robert L., "Tendencies in College Administration," pp. 263-64.

† Minutes of Board of Governors of Madras Christian College and the Woman's Christian College of Madras.

missionary organizations and the Board of Governors. But in practice the Board of Governors has the final approval.

Type I is a union of missions. The institution must look to the missions for the financial support which it requires in addition to fees and income from endowment. Action should not be delayed to a great extent in such a situation. But it must be remembered that the missions in turn must appeal to their respective missionary organizations for funds with which to carry on. If they already had the money it would be indeed a simple procedure. But since they must first act as missions and then secure the approval of their Home Boards much time is needed for carrying out a project involving additional funds.

The institutions in Type II have met this element of delay by creating in the home land a Cooperating Committee to which the institutions appeal directly, thus avoiding delays caused by requiring the consent of the missions. The Cooperating Committee has power to receive funds from any source, particularly from the missionary organizations interested in the institution, hold and invest, or carry out any orders which they may receive from the Board of Governors on the field with respect to the same.

Type III organizations for control have the same possibility for direct contact between the institutions and the home boards, though as has been pointed out in one instance at least, they may still require that the missions approve financial matters as well. Organizations such as those set up for Ginling College and Yenching College simply increase the amount of red tape through which requests must go, and perhaps, at the same time, increase the possible sources from which money may be received. Whether the Board of Governors in the home land feels a greater responsibility for the financial welfare of the institution than does the Cooperating Committee in the home land is uncertain. The argument is put forth from the psychological point of view but there is not sufficient evidence to show conclusively that such is the case.

In only one of the institutions do we find that the missionary members of the faculty are paid by the college. They are paid in the other cases by the treasurers of the missions which they represent and by whom they have received their appointment, with the approval of the Board of Managers or the Board of Governors. Here, too, evidence is lacking to indicate that better

results would be obtained if they should be paid directly by the college. It would be a fairly simple matter to have the mission pay into the treasury of the college the amount and then have the college pay all its staff directly.

Basis of Cooperation. Nine of the institutions included in this study have a plan of union, or basis of cooperation, stated in their constitutions. Table VII shows the schemes in each case. Two other institutions, each having only two missionary organizations cooperating in it, namely, Shanghai College and Kwansei Gakuin,

TABLE VII
THE BASIS OF COOPERATION IN THE NINE INSTITUTIONS HAVING A PLAN OF UNION

Type	Institution	Degree of Cooperation								
		Full			Partial			Minimum		
		Cap'l Grant \$	Annual Grant \$	Miss. Teachers	Cap'l Grant \$	Annual Grant \$	Miss. Teachers	Cap'l Grant \$	Annual Grant \$	Miss. Teachers
II	Chosen Ch. College ..	40,000	2,000	2	20,000	1,000	1	0	500	1
III	Evangelical Sem. of M.	0	1,000 or less	0
	Fukien Ch. University	0	3,000	2	0	1,500	1 or 2	0	1,500	or 1
	Shantung Ch. University...	17,500 or 0 or 0 or 50,000	0 1,000 3,000 0	1 1 0 0
	University of Nan-king.....	45,000	3,300	5	20,000	2,000	3	10,000 or as	1,000 arranged	2
IV	Ginling College	10,000	1,500	0
	Madras Ch. College	0	1,500	0
	Woman's Ch. Coll., Mad.	0	1,000	0
V	Yenching College ..	100,000	5,000	5	100,000	2,000	3	0	500	1

provide that costs shall be apportioned on a fifty-fifty basis between the two organizations.

The amount of contribution required for the various degrees of cooperation in the different plans is significant only when considered along with the size of the institution and the number of missionary organizations cooperating. By full cooperation is

meant the minimum contribution which will enable the donor to appoint the maximum number of representatives on the boards of control.* And similarly the minimum degree of cooperation is that contribution which will enable the donor to appoint the minimum number of representatives on the boards of control and be a contributor, or a participant.

There is nothing significant as far as types of organization are concerned in the bases of cooperation. It is noted however that the institutions having such a plan are those in which a large number of missions or missionary organizations cooperate. Attention should also be directed to the plan found in Shantung Christian University. The basis is a unit; and four different forms of making up that unit are provided. Representation on the boards of control then is determined on the basis of the number of units furnished by the cooperating missionary organization. Though no cooperating body may have more than six representatives on the Board of Managers. The unit plan with this fixed maximum as to the number of representatives is simple and also elastic. For increasing the income all that is necessary is to increase the size of the unit.

The one institution in Type I and two of those in Type II do not provide plans of union in their constitutions. Madras Christian College and the Woman's Christian College, Madras, each have a minimum sum for representation on the boards of control but no additional representatives are allowed for sums larger than the minimum.

Bases of cooperation, such as those found in these nine institutions, provide an assured income, if there is some guarantee that cooperating bodies may not withdraw without sufficient notice. Less than half of the institutions have such a provision in their constitutions. It protects the institution against loss to have such a provision that cooperating organizations may withdraw only one or two years after serving notice to that effect. If a member of the union is allowed to leave suddenly the institution may suffer a serious set-back. A basis of cooperation does not provide for meeting increases in the cost attendant upon the growth of higher educational institutions. Such increases may be met in two ways. First, increase the size of the unit, or the amounts for the various degrees of cooperation; and, secondly,

* For the number of representatives allowed in the different plans for the various degrees of cooperation see Table VI above.

persuade other missions or missionary organizations to enter the union.

The provision of a missionary teacher includes transit, rent or house, and all other allowances which missionaries usually receive from their respective home boards.

THE SECURING AND OVERSIGHT OF PROPERTY

An unusual situation exists in the case of the Union Christian College, Pyengyang, in the holding of the property. The Board of Governors has power to make additions to the property now used by the college, which is rented from the Korean mission of the Presbyterian Church, U. S. A. The mission may, if it feels that the college is not being used for the purposes for which the property was turned over to the Governors, dispossess them of it with one year's notice, together with any additions that they may have made. It would seem that the Board of Governors would as soon as possible buy the property from the mission and so come into full possession of it.

The property of the institution in Type II is held in the name of the Boards of Governors in each case except that of Kwansei Gakuin, where the property is held by an equal number of missionaries from each of the two cooperating organizations in conformity to Japanese law. The Cooperating Committee may exert much influence in making additions to property and in the selecting of the sites for the same inasmuch as they secure a large share of the money for such. They have no legal authority, however.

In Type III Organizations property is held either by the Board of Governors or in their name by the Board of Managers, with one exception, that of Kwansei Gakuin, in which the property is held by a group composed of an equal number of missionaries from each of the cooperating missions in conformity with Japanese law.

In Type IV organizations we have a slight variation in the method of holding the property. For purposes of registration in India the Board of Managers holds and has supervision of the property of Madras Christian College; and a committee of three known as "trustees" including the principal, the Secretary, and the Treasurer of the college hold and administer the property of the Woman's Christian College, Madras. Ginling College, like Yenching College with Type V organization for control, makes

use of the Board of Governors of another institution for holding its property. These are in fact the Boards of Governors of these two institutions, but the responsibilities with respect to property is one of the main reasons why the colleges have sought thus to utilize the already existing boards.

The National Association of State Universities makes the following suggestions in attempting to define the generally accepted spheres of authority with respect to property:

Trustees

1. Final authority for landscape plans, building plans, buildings, operation of plant.

Trustees through Secretary

1. Responsibility for all details of building operations.
2. Housing and boarding of students.
3. Care, operation, and maintenance of buildings and plant.*

Much of the responsibility for the care of the plant and oversight of building operations must be delegated by the Board of Governors of mission colleges to the Board of Managers. There is reason to believe, too, that mistakes have been made by Boards of Governors in approving building plans from such great distances. The whole field of the relation of boards of control to the building operations of mission colleges in general is well worthy of careful study. From our point of view Type I and II organizations with the Board of Governors located on the field seem to offer advantages in this respect.

EDUCATIONAL ADMINISTRATION

Discussion of the control of policies relating to the academic life of mission colleges has already been given. There are presented here very briefly the facts with respect to each type of organization particularly with reference to the definition of curricula.

The definition of the generally accepted spheres of authority with respect to the educational administration of a college is given by the National Association of State Universities as follows:

Trustees

1. Determine educational aims, initiate and authorize new schools, colleges and departments.
2. Vote degrees on recommendation of faculty.

* Kelly, Robert L., "Tendencies in College Administration," pp. 263-64.

President

1. Responsible to trustees for seeing that all departments are manned and operating effectively.

Faculty

1. Teach.
2. Fix requirements for degrees.
3. Nominate candidates for degrees.
4. Determine courses offered by departments.
5. Control research.
6. Responsible for discipline.*

In those types of organization having the Board of Governors on the field, the Governors prescribe the course of study for the college upon the recommendation of the faculty. In Type II organizations the Board of Managers has the final approval of the course of study in six cases, and the Board of Governors in two cases. It is not quite clear just who has the final authority in Shanghai College for it is stated in the constitution that both the Board of Managers and the Board of Governors adopt the course of study! Peking University is the only institution which gives the faculty the right to prescribe the course of study and the requirements for degrees. In West China Union University the missions decide the nature of the theological instruction which is offered in their own colleges within the university. Those institutions which are registered in the countries in which they are located are subject to the regulations of the local governments with respect to curricula: Isabella Thoburn College is the woman's college of the Lucknow University, a Government institution, and must have the courses which it offers for degree examinations in the university approved by that institution. It is free, however, to give additional courses which may be approved by the Board of Managers.

Two of the institutions in Type IV place final authority with respect to curricula in the Board of Managers. In Madras Christian College the Senate has this authority, subject, of course, to the regulations of the Madras University with which it is affiliated. Yenching College gives final authority over curricula to the Administrative Committee. These two latter institutions have by far the greatest degree of local autonomy with respect to the control of the courses of study.

Attention has already been called to the desirability of having

* Kelly, Robert L., "Tendencies in College Administration," p. 263-64.

the final control of educational matters in the hands of a group which is familiar with the local situation and which has opportunity for frequent conferences with the faculty.

SUMMARY

I. The Initiation and Approval of Policies

1. In all types of organizations there is great freedom in the right to initiate policies.

2. Organizations of types I and II are best suited for making possible conferences between the faculty and the Board of Governors in the consideration of policies.

3. In eight instances missionary organizations and missions have a voice in the control of policies stated in the constitution only through their appointed representatives on the boards of control.

II. The Selection and Appointment of Personnel

4. A basis of cooperation is found in all the institutions of types IV and V, in four of those of type III, in only one of those in type II, and not at all in type I. These plans provide for the number of representatives which cooperating missionary organizations and missions may have on boards of control to be in proportion to their respective capital and current contributions to the institution.

5. In all seventeen of the institutions missions have the right to appoint their own representatives on the boards of control on the field. With one exception such representatives constitute a majority of the membership of the boards, thus giving the missions through their representatives the balance of power.

6. The faculties are not in any case represented on the Board of Governors, though the president of the institution is in six instances a member of this board. The faculties do, however, elect their own representatives to the Boards of Managers of two institutions in type III and of two in type IV.

7. Alumni have the right to elect representatives to the Board of Governors of the one institution in type I, one in type II, four in type III, one in type IV, and the one in type V.

8. In organizations of types I and II appointments to the faculty are made by the Board of Governors, though in type II the Cooperating Committee aids in the selection of missionary members of the faculty. The large universities in China utilize the

China Union Universities Committee in the selection of missionary teachers. All these have the type III form of organization.

9. Local control of appointments to the faculty is a characteristic of type III organizations.

10. Requirement for members of boards of control to be Christians is found most frequently in the case of institutions having type I or type II organizations.

11. The requirement that all permanent members of the faculty shall be Christians is found in two instances in types I and II, and occurs in three institutions in type III, though in the latter cases the requirement may be waived under special circumstances.

III. *The Securing and Over-sight of Finances*

12. The Board of Governors have final control of finances in all the institutions included in the study.

13. In organizations of type I delay is often occasioned by the necessity of having to go through the missions to the missionary organizations in the solicitation of funds. Types II and III avoid this delay by having a Committee or a Board of Governors in the home land who deal directly with the missionary organizations.

14. Local control of finances is the practice in the case of two institutions in type IV, while Ginling and Yenching Colleges have additional boards through which their requests must go.

15. Missionary members of the faculties, who are appointed by a mission or missionary organizations, receive their pay from the mission treasurer of their respective missions, in all but one institution.

16. A plan of union is found less frequently in type I and II, and is found more often in those institutions in which several missionary organizations cooperate.

IV. *The Securing and Over-sight of Property*

17. The way in which property is held is not influenced by the type of organization set up for control; this is a matter determined more largely by the laws of the country in which the college is located.

18. If it be desired that the Board of Governors of mission colleges should hold and administer the property, organizations of types I and II present the advantage of having this body on the field, thus making possible such an arrangement.

19. For purposes of over-sight, too, the location of the Board of

Governors on the field is an advantage. Approval of building sites and plans can best be done by those familiar with local conditions.

V. *Educational Administration*

20. Types I and II are best suited for giving final authority in the approval of matters pertaining to educational administration to the highest board of control. In type III the Board of Managers have the final approval of the course of study in six cases, the Board of Governors in two cases.

21. Missions and missionary organizations are free to offer suggestions on the curricula in all cases.

22. Two of the institutions of type IV place final authority with respect to curricula in the Board of Managers; and once again we note the tendency toward local autonomy in Madras Christian College where the Senate has this responsibility.

CHAPTER IX

IMPLICATIONS GROWING OUT OF THIS STUDY

1. The fact, that a union institution is one in which the contracting parties to the compact creating the union surrender their rights to a central representative group which assumes full responsibility and authority, cannot be given too much emphasis. Several of the institutions included in this study suffer because of plurality of responsibility. Definite fixing of authority in a representative group gives to the cooperating missionary organizations or missions a share in the control of the institution through their own appointed members and also gives assurance of that singleness of purpose which achieves ends in an effective manner.

2. There is need for a "basis of cooperation" in a union institution. The general scheme provided by Shantung Christian University is recommended as being simple, definite, adaptable, and as having ample provision for meeting increasing costs attendant upon expansion. Provision should be made for re-defining, when necessary, the "unit" so that the number of members on any one board of control may not be excessive. Indistinct and inarticulate plans of union are all too frequently found.

3. Plans of union should contain a provision to the effect that missionary organizations entering the union may withdraw only by giving notice at least one year in advance of the time proposed for withdrawal. But few of the institutions included in this study have such a proviso. A missionary organization has been known to withdraw its support unexpectedly from a union college, leaving the continuing group in an embarrassing situation.

4. The custom of having the missionary members of the faculty paid by the college treasurer should be encouraged. In order to give emphasis to this most important matter attention is here called to the finding of the Commission on Christian Education in China:

"The practice of assigning mission members to university faculties rather than appropriating money, paying salaries through the usual mission channels, is expensive in the long run and not warranted by sound finance. University executives, not having control of faculty finance, are, unable to distribute their finances, sometimes having plenty of men but not enough money.

Thus competent Chinese teachers are sometimes lost to Christian universities and colleges, because sufficient funds are not available." *

5. It would be wise for every union institution to ask itself the question, "Why should not our Board of Governors be located on the field?" There may be particular cases in which a satisfactory reason may be found for keeping the board in the home land. But it should be borne in mind that a Board of Governors on the field has better opportunities for being informed with respect to local conditions, can therefore know better the needs of the institution, has closer contacts with the educational problems of the country, and on the whole is in a much better position to pass upon matters pertaining to the welfare of the institution.

6. As long as mission union universities must look to the home lands for a considerable portion of their income there will be need for them to have some kind of representation there. The chief responsibility of such a representative, whether it be an individual or a group, is to raise money. For this purpose a Cooperating Committee in the home land is quite sufficient, thus making possible having the Board of Governors on the field. Such a committee is capable of raising money for the university, approving plans and programs involving the expenditure of money which it is asked to provide, and selecting missionary teachers for the institution. If the committee is made up of representatives of the missionary organizations cooperating in the college, its members will feel responsible for their trust fully as much as though they constituted a Board of Governors.

7. It is desirable that mission union universities should seek every means to work in harmony with the educational system and the government of the country in which they are located. In the charter of only one institution of types III, IV, V is there any reference to or recognition of the right of the government of the country in which the institution is located to place limitations upon the activities of the institution or in any way control it. When the legislature of the state of Virginia gives to a college in China the right to confer degrees usually given by colleges in Virginia, it assumes at once authority over matters about which it knows very little. We do not hear of the British Parliament granting to a college in New York the right to confer degrees such

* Commission on Christian Education in China, "Christian Education in China," p. 402. New York: Committee of Reference and Counsel of the Foreign Missions Conference of North America, 1922.

as those given by colleges in England. Such arrangements hardly contribute to the building up of desirable international understandings. The charter granted by the parliament of Canada to Shantung Christian University is most commendable in that it gives to the university the right to carry on its activities in China "in so far as authority from the parliament of Canada is requisite for such purposes."

8. Even more desirable is it that a mission college should seek authority for its rights from the government of the country in which it is located. This is the first step in setting up a scheme of organization which will synchronize with the educational system of the government. With respect to the desirability and importance of such an arrangement Dr. Paul Monroe points out the fact that

"to be effective permanently, mission education must so affect the principles and the organization of the group cultural education as conceived by the non-Christian peoples that the ideals aimed at by the missions may to some extent be included in these principles and in this organization." *

9. Boards of control on the field should have ample right to coopt a considerable number of their members. In practice it is found that missions usually appoint some one of their own members to represent them on boards of control. Power to coopt, such as that suggested here, makes possible the presence on the board of persons not necessarily members of missions but who nevertheless may make a valuable contribution to the institution.

10. The Christian character of the institution may be preserved by the requirement that all members of the boards of control and of the faculty shall be Christians, just as a denominational purpose may be served by requiring that all members of the boards and of the faculty shall be adherents of that denomination, but such an arrangement does not by any means guarantee direction by persons who know anything at all about education. Other things being equal it is desirable that members of boards of control and of the faculty should be Christians, perhaps even members of a given church if the union be a family union. On the whole, however, it is better not to insert such limitations in constitutions, but leave the selection of suitable members of boards and faculty to the good judgment of those responsible for making appointments.

* Monroe, Paul, "Mission Education and National Policy" in *Papers on Educational Problems in Mission Fields*, published by the International Missionary Council, November, 1921, p. 4.

11. A cardinal principle in college administration is that the president in consultation with the head of the department concerned should have the right to make all appointments to the faculty subject only to the approval of the Board of Governors. Appointments to the staff by a mission is exceedingly dangerous, and such appointments should in all cases be approved by the president and the Board of Governors. And when it becomes necessary for the board of control to make appointments against the expressed will of the president it is perhaps time for the president to seek another field of service.

12. Union universities under mission control would do well to give their alumni the right to appoint a certain number of the members of the boards of control. There is a growing tendency to give the alumni this right, but among some of the older institutions which should have the most capable graduates no such provision is made. There is little value in having a graduate of a college in China whose residence is in Shantung on a Board of Governors which always meets in London. The practice which encourages only Christian graduates of a mission college to participate in the activities of the alumni association should be discontinued.

13. The Board of Governors should in all cases be the final authority with respect to the finances and property of the institution. If the Board of Governors is located on the field—and there are good reasons for recommending that it be on the field—let them finally approve all financial programs, make their recommendations to the Cooperating Committee in the home land and then make the necessary adjustments in accordance with the approval or rejection by this committee.

14. The holding corporation of a mission union university should be on the field. The Board of Governors, if located on the field, may itself hold the property, or it may designate certain of its membership to be trustees to hold and administer the property with its sanction. Approval of building sites and plans for buildings can best be made by those familiar with local conditions.

15. The control of matters pertaining to the educational administration of the institution is frequently given too little attention in union universities. While practice generally gives much freedom in such matters, allowing the faculty through the president to make recommendations concerning the definition of curricula and the establishment of departments, yet the final decision re-

garding these matters is not always in the hands of the Board of Governors. In order that the Board of Governors may be familiar with all the educational problems which the college faces, and so be able to give intelligent and responsible guidance, it is desirable that it be located on the field.

APPENDICES

- A. Mission Union Educational Institutions, January 1, 1926.
- B. Missionary Organizations Engaged in Union Educational Work.
- C. Types of Schools Maintained by the Union Institutions.
- D. Tabular Analyses of the Extent of Mission Union Educational Work.
- E. Definitions of "Missions" as Found in the Hand-books and other Official Publications of the Missionary Organizations Engaged in Mission Union Higher Educational Work.

APPENDIX A

MISSION UNION EDUCATIONAL INSTITUTIONS, JANUARY 1, 1926

(For explanation of abbreviations see appendices B and C)

AFRICA

1. Fort Hare, South African Native College—PCSA, SPG, WMMS, UFS. (C&U)
2. Freetown, Fourah Bay College—CMS, WMMS. (C&U)
3. Kimpese, Congo Evangelical Training Institution—ABF, BMS. (T&B)
4. Oscarberg, Theological Seminary—BN, NMS, SKM. (T&B)
5. Umpumolo, Training College—BN, NMS, SKM. (TT)

AUSTRALIA

1. Union Mission—ELSIau. (El)

CHINA

1. Amoy, Boys' Middle School—LMS, EPM. (H&M)
2. Canton, Union Middle Boys' School—ABCFM, PN, UB. (H&M)
3. Canton, Union Normal School for Women—ABCFM, PCNZ, PN, UB, UCC. (TT)
4. Canton, Union Theological Seminary—ABCFM, CMS, LMS, UCC, PN, UB, WMMS. (T&B)
5. Changsha, Hunan Union Girls' High and Normal School—UE, PN. (H&M, TT)
6. Changsha, Hunan Union Theological Seminary—UE, PN, RCUS, CIM, WMMS. (K, El, TT)
8. Chengtu, West China Union University—ABF, FFMA, CMS, MEFB, UCC. (El, H&M, TT, C&U, T&B, Med)
9. Fangchen, Concordia School for Girls—ANL, SEMC. (H&M)
10. Foochow, Fukien Christian University—ABCFM, CMS, MEFB, RCA. (C&U)
11. Foochow, Union Kindergarten Training School—ABCFM, CEZMS, CMS, MEFB. (K, TT)
12. Foochow, Union Theological Seminary—ABCFM, CMS, MEFB. (T&B)
13. Foochow, Union Normal and Middle School—ABCFM, MEFB. (H&M)
14. Hangchow Christian College—PN, PS. (C&U, H&M)
15. Hangchow Girls' School—ABF, PN, PS. (H&M)
16. Huchow Senior Middle School—ABF, PN. (H&M)
17. Kingchowfu, Union Theological Seminary and Normal School—SEMC, SMF. (El, H&M, TT)
18. Moukden, Manchurian Christian College—IP, UFS. (H&M, C&U)
19. Moukden Medical College—BMS, UFS. (Med)
20. Moukden Theological College—IP, UFS. (T&B)
21. Nanking, Anglican School of Theology—CMS, SPG. (T&B)
22. Nanking, Bible Teachers' Training School for Women—ABF, AFO, MEFB, MES, PN, UCMS. (T&B)
23. Nanking, Ginling College—PN, MEFB, MES, UCMS, ABF, LMS, RCUS, Association for Christian Work of Smith College. (C&U)
24. Nanking, School of Theology—MEFB, MES, PN, UCMS. (T&B)
25. Nanking, University of Nanking—ABF, MEFB, PN, PS, UCMS. (El, H&M, C&U)
26. Nantai, Girls' School—CEZMS, CMS. (TT)
27. Ningpo, Middle School (Boys)—ABF, PN. (H&M)
28. Ningpo, Union Girls' School—ABF, PN. (H&M)
29. Paoning, Diocesan Theological Training School—CIM, CMS. (T&B)
30. Peking Bible Institute—MEFB, UMC. (T&B)
31. Peking, Union Bible Women's Training School—ABCFM, LMS, MEFB, PN. (T&B)

32. Peking Union Medical College—ABCFM, CMB, LMS, MEFB, PN. (Med)
33. Peking, Yenching University—ABCFM, LMS, MEFB, PN, UFS, Princeton-in-Peking. (C&U, T&B)
34. Peking, Yenching College—ABCFM, LMS, MEFB, PN. (C&U)
35. Shanghai Baptist College—ABF, SBC. (El, H&M, C&U, T&B)
36. Shanghai, St. John's University Medical School—PE, UPCA. (Med)
37. Shanghai, Women's Christian Medical College—ABF, MES, RCA, WU. (Med, NT)
38. Shekow, Lutheran Union Theological Seminary—ANL, ELAug, FMS, NMS. (T&B)
39. Sinminfu Normal School—IP, UFS. (TT)
40. Tenghsien, Mateer Memorial Institute—PN, PS. (T&B, TT)
41. Tenghsien, North China Theological Seminary—
42. Tenghsien, North China Bible Seminary for Women—
43. Tsinan, Shantung Christian University—ABCFM, BMS, CMB, EPM, LMS, MEFB, PN, PS, SPG, ULC, WMMS, UCC. (C&U, T&B, Med, NT)
44. Wuhu, Boys' Union School—AAM, UCMS. (H&M)
45. Wuchang, Central China Teachers' College—LMS, PE, PN, WMMS. (TT)
46. Wuchang, Central China Christian University—ABCFM, PE, WMMS. (C&U)

CEYLON

1. Kopay, United Training School—CMS, WMMS. (TT)

INDIA

1. Ahmednagar, Union Divinity College—ABCFM, UFS. (T&B)
2. Ahmednagar, Union Training School—ABCFM, UFS. (TT)
3. Alwaye, Travancore, Union Christian College—CMS, MMTSC, MSC (C&U)
4. Bangalore, Union Theological College—ABCFM, DMS, LMS, RCA, UFS, WMMS. (T&B)
5. Calcutta, Mission Girls' High School—BMS, LMS, WMMS. (H&M)
6. Calcutta, Scottish Churches College—CSFM, UFS. (H&M, C&U)
7. Calcutta, Union College for Women Teachers—BMS, CSFM, LMS, WMMS. (TT)
8. Gooty, Union Mission Theological Seminary—LMS, RCA. (T&B)
9. Lahore, Forman Christian College—MEFB, PN. (C&U)
10. Lahore Kinnaird College for Women—CMS, PN, UP, ZBMM, Punjab Indian Christian Conference. (H&M, C&U)
11. Lucknow, Isabella Thoburn College—MEFB, PN. (C&U)
12. Ludhiana, Woman's Christian Medical College—UCC, PN, CEZMS, MEFB, UFS, ZBMM, PCNZ. (Med)
13. Madras Christian College—ABF, CMS, CSFM, LMS, UFS, WMMS, RCA. (H&M, C&U)
14. Madras, St. Christopher's Training College—CMS, CEZMS, LMS, WMMS, UFS, ABCFM, RCA, MEFB, ELSI. (T&B)
15. Madras, Women's Christian College—ABCFM, BMS, CMS, CSFM, CEZMS, LMS, ELSI, MEFB, RCA, UCC, UFS, WMMS. (C&U)
16. Nagpur, Hislop College—FFMA, UFS. (C&U)
17. Ramapatam, Union Baptist Theological Seminary—ABF, CBM. (T&B)
18. Tumkur, Union Kanarese Seminary—LMS, WMMS. (T&B)
19. Union Mission in Central Provinces—FCS, UFS. (El, H&M)
20. Vellore, Arcot Theological Seminary—CSFM, RCA, UFS. (T&B)
21. Vellore, Union Medical College for Women—ABCFM, CMS, ELSI, MEFB, RCA, UCC, UFS, ULC. (Med)
22. Vellore, Union Mission Training School—AuP, CSFM, DMS, LMS, RCA, UFS, WMMS. (T&B)

JAMAICA

1. Kingston, Calabar College—BMS, JBMS. (H&M, T&B)
2. Kingston, Girls' School—UFS, WMMS. (El)

JAPAN

1. Kobe, Kwansei Gakuin—MES, UCC. (H&M, C&U, T&B)
2. Shimonoseki, Sturges Seminary—PN, RCA. (H&M)
3. Taihoku, Formosa, Union Theological College—EPM, UCC. (T&B)
4. Tokyo, Aoyama Gakuin—MEFB, EA, CC, UCMS. (T&B)
5. Tokyo, Deaf Oral School—EA, PN. (EI)
6. Tokyo, Meiji Gakuin—NKK, PN, RCA. (H&M, C&U, T&B)
7. Tokyo, Woman's Christian College of Japan—ABF, MEFB, PN, RCA, UCC, UCMS. (C&U)

KOREA

1. Pyengyang, Presbyterian Union Theological Seminary—AuPV, PN, PS, UCC, General Assembly of the Presby. Church in Chosen. (T&B)
2. Pyengyang, Union Academy for Boys—MEFB, PN. (H&M)
3. Pyengyang, Union Christian College—AuPV, PN, PS, UCC. (C&U)
4. Pyengyang, Union Women's Academy—AuPV, PN. (H&M)
5. Seoul, Chosen Christian College—MEFB, MES, PN, PS, UCC. (C&U)
6. Seoul, Ewha Haktang—MEFB, MES. (C&U)
7. Seoul, Pierson Memorial Bible School—MEFB, MES, PN, UCC. (T&B)
8. Seoul, Severance Union Medical College—AuPV, MEFB, MES, PN, UCC. (Med, NT)
9. Seoul, Union Academy for Girls—MEFB, PN. (H&M)
10. Seoul, Union Methodist Theological Seminary—MEFB, MES. (T&B)
11. Seoul, Union Methodist Woman's Bible Teachers' Training School—MEFB, MES. (T&B)
12. Union Mission to Chinese in Korea—AuPV, MEFB, MES, PN, PS, UCC. (K, EI)

MADAGASCAR

1. Antananarivo, Union Theological College—FFMA, LMS. (T&B)

MELANESIA

1. Union Mission—ELSI, UELAU. (EI, TT)

MEXICO

1. Coyoacan, Presbyterian Preparatory School and College—PN, PS. (H&M)
2. Mexico City, Evangelical Seminary of Mexico—ABCFM, AFFM, MEFB, MES, PN, PS, UCMS, YMCAA. (T&B)
3. Puebla, Hospital Latino Americano—ABH, MEFB. (NT)
4. Saltillo, Baptist Theological Seminary—ABH, SBC. (T&B)

NEAR EAST

1. Jerusalem, English College—CMJ, CMS, JEM. (C&U)

PHILIPPINE ISLANDS

1. Dumaguete, Silliman Institute—ABCFM, PN. (H&M, C&U, T&B)
2. Iloilo, Union Nurses Training School—ABF, PN. (NT)
3. Manila Union Theological Seminary and College—ANCFM, ABF, MEFB, PN, UB, UCMS. (H&M, C&U, T&B)

PORTO RICO

1. Rio Piedras, Evangelical Seminary—ABH, AMA, CC, MEH, PNH, UB, UCMS. (T&B)

SOUTH AMERICA

1. Buenos Aires, Colegio Americano e Institute Commercial Ward—MEBF, UCMS. (H&M)
2. Buenos Aires, Union Theological Seminary—MEFB, UCMS. (T&B)
3. Buenos Aires, Union Training School for Women—MEFB, UCMS. (T&B)
4. Campinas, Union Theological Seminary—PN, PS. (T&B)
5. Rio de Janeiro, Union Theological Seminary—MES, PN, PS. (T&B)
6. Santiago, Union Theological School—MEFB, PN. (T&B)

APPENDIX B

KEY TO ORGANIZATIONS ENGAGED IN MISSION UNION EDUCATIONAL WORK

(First is given the abbreviation, then the name of the organization and, lastly
the country in which it is located)

1. AAM	American Advent Mission Society	U. S. A.
2. ABCFM	American Board of Commissioners for Foreign Missions	U. S. A.
3. ABF	American Baptist Foreign Mission Society	U. S. A.
4. ABH	American Baptist Home Mission Society	U. S. A.
5. AFFM	American Friends' Board of Foreign Missions . .	U. S. A.
6. AFO	Friends' Foreign Missionary Society of the Ohio Yearly Meeting	U. S. A.
7. AMA	American Missionary Association	U. S. A.
8. ANL	Board of Foreign Missions of the Norwegian Lutheran Church of America	U. S. A.
9. ACWSC	Association for Christian Work of Smith College	U. S. A.
10. AuP	Board of Missions of the General Assembly of the Presbyterian Church of Australia	Australia
11. AuPV	Foreign Missions Committee of the Presby- terian Church of Victoria, Australia	Australia
12. BMS	Baptist Missionary Society	England
13. BN	Berlin Missionary Society	Germany
14. CBM	Canadian Baptist Foreign Mission Board	Canada
15. CC	Foreign Mission Department of the Mission Board of the Christian Church	U. S. A.
16. CEZMS	Church of England Zenana Missionary Society	England
17. CIM	China Inland Mission	International
18. CMB	China Medical Board of the Rockefeller Founda- tion	U. S. A.
19. CMJ	Church Missions to Jews	England
20. CMS	Church Missionary Society for Africa and the East	England
21. CSFM	Church of Scotland Foreign Mission Committee	Scotland
22. DMS	Danish Missionary Society	Denmark
23. EA	Missionary Society of the Evangelical Associa- tion of North America	International
24. ELAug	China Missionary Society of the Augustana Synod of the Evangelical Lutheran Church of North America	International
25. ELSI	Foreign Missions Board of the Evangelical Lutheran Synod of Iowa and Other States . .	U. S. A.
26. EPM	Foreign Missions Committee of the Presby- terian Church of England	England
27. FCS	Free Church of Scotland Foreign Mission	Scotland
28. FFMA	Friends' Foreign Mission Association	England
29. FMS	Finnish Missionary Society	Finland
30. GAPCC	General Assembly of the Presbyterian Church in Chosen	Korea
31. IP	Foreign Missions of the Presbyterian Church in Ireland	Ireland
32. JBMS	Jamaica Baptist Missionary Society	Jamaica
33. JEM	Jerusalem and the East Mission	England
34. LMS	London Missionary Society	England
35. MEFB	Board of Foreign Missions of the Methodist Episcopal Church	U. S. A.

36. MEH	Board of Home Missions and Church Extensions of the Methodist Episcopal Church..	U. S. A.
37. MES	Board of Missions of the Methodist Episcopal Church, South.....	U. S. A.
38. MMTSC	Malankara Mar Thoma Syrian Church.....	India
39. MSC	Malankara Syrian Church.....	India
40. NKK	Nihon Kirisuto Kyokwai (Church of Christ in Japan).....	Japan
41. NMS	Norwegian Missionary Society.....	Norway
42. PCNZ	Foreign Missions Committee of the Presbyterian Church of New Zealand.....	New Zealand
43. PCSA	Native Missions Committee of the Presbyterian Church of South Africa.....	South Africa
44. PE	Domestic and Foreign Mission Society of the Protestant Episcopal Church in the U. S. A.	U. S. A.
45. PICC	Punjab Indian Christian Conference.....	India
46. P-in-P	Princeton-in-Peking.....	U. S. A.
47. PN	Board of Foreign Missions of the Presbyterian Church in the U. S. A.....	U. S. A.
48. PNH	Board of Home Missions of the Presbyterian Church in the U. S. A.....	U. S. A.
49. PS	Executive Committee of Foreign Missions of the Presbyterian Church in the U. S.	U. S. A.
50. RCA	Board of Foreign Missions of the Reformed Church in America.....	U. S. A.
51. RCUS	Board of Foreign Missions of the Reformed Church in the United States.....	U. S. A.
52. SBC	Foreign Mission Board of the Southern Baptist Convention.....	U. S. A.
53. SEMC	Swedish Evangelical Mission Covenant of America.....	U. S. A.
54. SKM	Church of Sweden Mission.....	Sweden
55. SMF	Swedish Missionary Society.....	Sweden
56. SPG	Society for the Propagation of the Gospel in Foreign Parts.....	England
57. UB	Foreign Missionary Society of the United Brethren in Christ.....	U. S. A.
58. UCC	Board of Foreign Missions of the United Church in Canada.....	Canada
59. UCMS	United Christian Missionary Society.....	U. S. A.
60. UE	Home and Foreign Missionary Society of the United Evangelical Church.....	U. S. A.
61. UELAu	Board of Foreign Missions of the United Evangelical Lutheran Church of Australia...	Australia
62. UFS	Foreign Mission Committee of the United Free Church of Scotland.....	Scotland
63. ULC	Board of Foreign Missions of the United Lutheran Church in America.....	U. S. A.
64. UMC	United Methodist Church Missionary Society..	England
65. UP	Board of Foreign Missions of the United Presbyterian Church of North America.....	U. S. A.
66. UPCA	Christian Association of the University of Pennsylvania.....	U. S. A.
67. WMMS	Wesleyan Methodist Missionary Society.....	England
68. WU	Woman's Union Missionary Society of America	U. S. A.
69. YMCAA	International Committee of the Young Men's Christian Association, Foreign Department.	U. S. A.
70. ZBMM	Zenana Bible and Medical Mission.....	England

APPENDIX C

TYPES OF SCHOOLS MAINTAINED BY UNIONS

KEY.—K—Kindergarten; El—Elementary; H&M—High or Middle, or both; C&U—College or University, or both; T&B—Theological or Bible; TT—Teacher Training; Med—Medical; NT—Nurses Training.

Organization	Type of School in Which They Unite								Total Types	Total Schools	Total Institutions	
	K	El	H&M	C&U	T&B	TT	Med	NT			Union	Non-union*
1. AAM.....			I						I	I	I	
2. ABCFM... I..			6	8	11	3	3	I	7	33	24	1444
3. ABF..... I 4			9	7	6	2	2	2	8	33	17	3694
4. ABH.....					2			I	2	3	3	
5. AFFM.....					I				I	I	I	
6. AFO.....					I				I	I	I	
7. AMA.....					I				I	I	I	
8. ANL.....			I		I				2	2	2	
9. ACWSC....				I					I	I	I	
10. AuP.....					I				I	I	I	
11. AuPV..... I I			I	I	I		I	I	7	7	5	
12. BMS.....			2	2	3	I	I	I	6	10	6	1618
13. BN.....					I	I			2	2	2	
14. CBM.....					I				I	I	I	
15. CC.....					2				I	2	2	
16. CEZMS... I..				I	I	2	I		5	6	5	
17. CIM.....					2				I	2	2	609
18. CMB.....				I	I			I	4	5	2	
19. CMJ.....							2		I	I	I	
20. CMS..... I I			3	8	6	4	2		7	26	17	
21. CSFM.....			2	3	2	I			4	8	6	721
22. DMS.....					2		I		2	3	3	
23. EA..... I..					I				2	2	2	
24. ELAug....					I				I	I	I	
25. ELSI..... 2..				I	I	I	I		5	6	5	
26. EPM.....			I	I	2		I	I	6	3	3	
27. FCS..... I I									2	2	I	
28. FFMA..... I 2			I	2	2	2	I		7	11	4	
29. FMS.....					I				I	I	I	
30. GAPCC....					I				I	I	I	
31. IP.....			I	I	I	I			4	4	3	
32. JBMS.....			I		I				2	2	I	
33. JEM.....				I					I	I	I	
34. LMS.....			3	6	10	2	2	I	6	24	19	1945
35. MEFB.... 3 4			7	14	18	3	6	3	6	58	40	3889
36. MEH.....					I				I	I	I	
37. MES..... I I			I	4	8		2	2	7	19	14	
39. MSC.....				I					I	I	I	
40. NKK..... I I			I	I	I				3	3	I	
41. NMS.....					2	I			2	3	3	
42. PCNZ.....					I	I	I		3	3	3	
43. PCSA.....				I					I	I	I	
44. PE.....					I		I	I	3	3	3	
45. PICC..... I I			I	I					2	2	I	
46. P-in-P....					I				2	2	I	
47. PN..... I 3			19	15	17	4	4	3	8	66	48	2605
48. PNH.....					I				I	I	I	
49. PS..... I I			4	4	7	I	I	I	8	21	13	1056
50. RCA.....			3	5	6		2	I	5	17	13	331
51. RCUS.....				I	I				2	2	2	
52. SBC..... I I			I	2					4	5	2	860
53. SEMC.... I 2						I			2	3	2	
54. SKM.....					I	I			2	2	2	
55. SMF..... I I						I			3	3	I	
56. SPG.....				2			I	I	4	6	3	
57. UB.....			2	I	3	I			4	7	5	
58. UCC..... 2 3			2	7	7	3	5	2	8	31	17	
59. UCMS.... I 4			4	4	8				4	17	13	398†
60. UE..... I I						I			3	3	2	
61. UELAu... 2..						I			2	3	2	
62. UFS..... 2 4			7	7	2	3			6	25	20	2205
63. ULC.....				I	I		2	I	4	5	I	
64. UMC.....					I				I	I	I	
65. UP.....			I		I				2	2	I	
66. UPCA....						I			I	I	I	
67. WMMS.... I 2			6	7	3	I	I	I	7	21	17	2304
68. WU.....							I	I	2	2	I	
69. YMCAA....					I				I	I	I	
70. ZBMM.....			I	I			I		3	3	2	

* (1924)

† (1923)

APPENDIX D

TABULAR ANALYSIS OF THE EXTENT OF MISSION UNION EDUCATIONAL WORK

TABLE I

COUNTRIES IN WHICH MISSION UNION EDUCATIONAL WORK IS CARRIED ON

<i>Country</i>	<i>Number of Institutions</i>	<i>Per Cent of Total Institutions</i>
1. China.....	46	41
2. India.....	22	19
3. Korea.....	12	10.6
4. Japan.....	7	6.2
5. South America.....	6	5.3
6. Africa.....	5	4.4
7. Mexico.....	4	3.5
8. Philippine Islands.....	3	2.6
9. Jamaica.....	2	1.7
10. Australia.....	1	.9
11. Ceylon.....	1	.9
12. Madagascar.....	1	.9
13. Melanesia.....	1	.9
14. Near East.....	1	.9
15. Porto Rico.....	1	.9
Total.....	113	

TABLE II

THE ORGANIZATIONS WHICH COOPERATE IN MORE THAN SIX UNION
INSTITUTIONS

<i>Organization</i>	<i>Number of Unions in Which They Cooperate</i>
1. Board of Foreign Missions of the Presbyterian Church in the U. S. A.....	48
2. Board of Foreign Missions of the Methodist Episcopal Church.....	40
3. American Board of Commissioners for Foreign Missions.....	24
4. Foreign Mission Committee of the United Free Church of Scotland.....	20
5. London Missionary Society.....	19
6. American Baptist Foreign Missionary Society.....	17
7. Church Missionary Society for Africa and the East....	17
8. Board of Foreign Missions of the United Church of Canada.....	17
9. Wesleyan Methodist Missionary Society.....	17
10. Board of Missions of the Methodist Episcopal Church, South.....	14
11. Executive Committee of Foreign Missions of the Pres- byterian Church in the U. S.	13
12. Board of Foreign Missions of the Reformed Church in America.....	13
13. United Christian Missionary Society.....	13

TABLE III

THE COUNTRIES IN WHICH THE ORGANIZATIONS COOPERATING IN UNION
EDUCATIONAL WORK ARE LOCATED

<i>Country</i>	<i>Number of Organizations</i>	<i>Per Cent of Total Organizations</i>
1. United States.....	31	44
2. England.....	13	19
3. Scotland.....	3	4.3
4. Australia.....	3	4.3
5. International.....	3	4.3
6. India.....	3	4.3
7. Canada.....	2	2.8
8. Sweden.....	2	2.8
9. Japan.....	1	1.4
10. Germany.....	1	1.4
11. Denmark.....	1	1.4
12. Finland.....	1	1.4
13. Ireland.....	1	1.4
14. Jamaica.....	1	1.4
15. Norway.....	1	1.4
16. New Zealand.....	1	1.4
17. South Africa.....	1	1.4
18. Korea.....	1	1.4
Total.....	70	

TABLE IV

DISTRIBUTION OF 113 UNION INSTITUTIONS ACCORDING TO THE NUMBER OF
ORGANIZATIONS COOPERATING

<i>Number of Organizations Cooperating</i>	<i>Frequency</i>
12	2
10	0
9	1
8	4
7	4
6	6
5	9
4	14
3	12
2	61
Total,	113
Median,	2

TABLE V

THOSE UNION INSTITUTIONS IN WHICH MORE THAN SIX
ORGANIZATIONS UNITE

<i>Institutions</i>	<i>No. of Coop. Organizations</i>
1. Women's Christian College, Madras, India.....	12
2. Shantung Christian University, Tsinan, China.....	12
3. St. Christopher's Training College, Madras, India.....	9
4. Union Theological Seminary, Canton, China.....	8
5. Ginling College, Nanking, China.....	8
6. Union Medical College for Women, Vellore, India.....	8
7. Evangelical Seminary of Mexico, Mexico City, Mexico.....	8
8. Women's Christian Medical College, Ludhiana, India.....	7
9. Madras Christian College, Madras, India.....	7
10. Union Missionary Training School, Vellore, India.....	7
11. Evangelical Seminary, Rio Piedras, Porto Rico.....	7

TABLE VI

NUMBER OF ORGANIZATIONS ENGAGED IN WORK IN EACH TYPE OF SCHOOL

<i>Type of School</i>	<i>Number of Organizations</i>	<i>Per Cent of Total Organizations</i>
T&B.....	53	76
C&U.....	38	54
H&M.....	32	46
Med.....	27	39
TT.....	26	37
El.....	19	27
NT.....	18	26
K.....	11	16

TABLE VII

THE NUMBER OF EACH TYPE OF SCHOOL MAINTAINED BY ALL THE UNIONS

<i>Type</i>	<i>Number</i>	<i>Per Cent of Total Number</i>
T&B.....	46	30
H&M.....	34	22
C&U.....	30	20
TT.....	15	10
El.....	11	7
Med.....	9	6
NT.....	5	3
K.....	3	2
Total.....	153	100

TABLE VIII

DISTRIBUTION OF TYPES OF SCHOOLS ACCORDING TO THE NUMBER OF ORGANIZATIONS COOPERATING IN THE UNION WHICH MAINTAINS EACH

No. of Cooperating Bodies	K	El	H&M	C&U	T&B	TT	Med	NT	Schools, Total
12.....	2	1	..	1	1	5
10.....	0
9.....	1	1	..	1
8.....	1	2	..	1	..	4
7.....	1	1	2	..	1	..	5
6.....	1	1	1	3	4	10
5.....	..	2	3	3	3	2	3	1	17
4.....	2	1	..	4	5	4	1	1	18
3.....	4	4	5	1	14
2.....	..	7	25	12	23	8	2	2	79
Total.....	3	11	34	31	45	15	9	5	153

TABLE IX

THE SIZE OF THE UNION COMPARED WITH THE NUMBER OF TYPES OF SCHOOLS
MAINTAINED BY ANY ONE INSTITUTION

No. of Organizations Cooperating	Number of Types of School Maintained by any one Institution						
	I	2	3	4	5	6	Total Unions
12	I	I	2
10	0
9	I	I
8	4	4
7	3	I	4
6	3	2	I	6
5	5	2	I	I	9
4	II	2	I	14
3	II	..	I	12
2	49	8	3	I	61
Total	88	15	7	2	0	I	113

TABLE X

DISTRIBUTION OF TYPES OF SCHOOLS ACCORDING TO THE COUNTRY IN WHICH
THEY ARE LOCATED

Country	K	El	H&M	C&U	T&B	TT	Med	NT	Total Types	Total Schools	Total Unions
China	I	5	18	II	16	9	6	2	8	68	46
India	I	5	8	8	2	2	..	6	26	22
Korea	I	I	3	3	4	..	I	I	7	14	12
Japan	I	3	3	4	4	11	7
S. America	I	..	5	2	6	6
Africa	2	2	I	3	5	5
Mexico	I	..	2	I	3	4	4
Phil. Is.	2	2	2	I	4	7	3
Jamaica	I	I	..	I	3	3	2
Australia	I	I	I	I
Ceylon	I	I	I	I
Madagascar	I	I	I	I
Melanesia	I	I	2	2	I
Near East	I	I	I	I
Porto Rico	I	I	I	I

APPENDIX E

DEFINITIONS OF "MISSIONS" AS FOUND IN THE HAND-BOOKS OF MISSIONARY ORGANIZATIONS

ABCFM—American Board of Commissioners for Foreign Missions.

"A mission is an organized geographical section of a country, and it is composed of all the stations within its boundary in which missionaries of the American Board are located. The membership of a mission, as of a station, comprises all the active missionaries bearing the commission of the American Board permanently located within its geographical limits."—Hand-book for Missions and Missionaries, p. 16.

ABF—American Baptist Foreign Missionary Society.

"The Annual Mission Meeting—an annual meeting of missionaries—is held on each of our Mission fields, except the Philippine Islands. . . .

"The Mission, in annual meeting or by ballot beforehand, elects among other administrative committee and officers the Missionary representatives on Boards of Control or Institutions."—Report of Committee on Administrative Problems, New York Conference of Missionaries, Nov. 16-18, 1925, p. 1.

AFFM—American Friends' Board of Foreign Missions.

"The Mission shall consist of all missionaries appointed by the Board in a prescribed field, who have been one year on the field and have successfully passed the language test."—Manual for the Organization and Government of Missions, 1910, p. 9.

AuPV—Foreign Missions Committee of the Presbyterian Church of Victoria, Australia.

"The Mission Council shall consist of all missionaries appointed by the Home Church. For the transaction of business the men are regarded as constituting the administrative forces of the Mission. Women actively engaged in Mission work are entitled to vote on the election of delegates of the Mission as a whole as well as on women's work."—Hand-book for the Information of Missionaries and Candidates, 1912, p. 7.

BMS—Baptist Missionary Society.

"United Station Committee, composed of missionaries of the Stations, has full control over the Organization and Management of the work of the station and sub-stations."—Report on the India and Ceylon Missions of the Baptist Missionary Society, by Sir G. W. Macalpine, and Rev. C. E. Wilson, London, 1914, Appendix C, p. 73.

CMS—Church Missionary Society for Africa and the East.

"We use the word 'Mission' to represent those organizations of the Society in different parts of India around which its pastoral and evangelistic work centers, by which its work is controlled, and in relation to which the Society's work has been built up in the past."—Report of the CMS Delegation to India, 1921-22, p. 17.

No handbook is published. In a letter from the Associate to the Foreign Secretary, dated March 30, 1926, it is stated that the bodies which elect representatives of the CMS on the Board of Managers of Fukien Christian University, and on the Senate of West China Union University, consist entirely of missionaries. There is one Indian along with missionaries appointed by the Committee in London on the Madras Corresponding Committee of the CMS which appoints representatives on the Council of the Women's Christian College, Madras.

EA—Missionary Society of the Evangelical Association of North America.

"All male missionaries and single lady missionaries under appointment by the Board, within a certain country, shall constitute the Mission Council of that field (with restrictions for probationary year during language study, and wives as advisory members)."—Manual of Rules for the Missionaries of the EA, 1918, paragraph 30.

ELSI—Foreign Missions Board of the Evangelical Lutheran Synod of Iowa and Other States.

"The membership of this Conference shall consist of all missionaries and mission workers duly appointed by the Board of Foreign Missions of the Joint Synod."—The Constitution of the India Conference of ELSI, adopted July 24, 1920, Article IV.

FFMA—Friends' Foreign Missionary Society.

"The bulk of the work of our Mission in West China has been turned over to the Yearly Meeting or Native Church, but the University is not yet transferred, and the representatives of our Association on the Senate of the University are still appointed by what is called the Committee of Missionaries, that is to say, the Missionaries meeting to transact any necessary business. This body is composed of Missionaries alone and does not have any nationals on it."—Quotation from a letter from Rev. H. T. Silcock, M.A., Secretary of FFMA, March 1, 1926.

LMS—London Missionary Society.

"In order to secure a wise conduct of their Missions, including a judicious division of labor, the missionaries of the Society shall be associated together in District Committees, and as such shall maintain direct correspondence with the Directors at Home.

"Each District Committee shall consist of all the missionaries, of either sex, appointed to the district of which it has charge, and of such others as may from time to time be specially appointed by the Directors. Assistants who hold their appointments from the Directors shall also be entitled to attend the meetings of the Committee, but shall not have a vote."—General Regulations for the Guidance of the Missionaries of the Society, adopted March 24, 1903, and revised 1920, p. 8.

MEFB—Board of Foreign Missions of the Methodist Episcopal Church.

Annual Conference—"The Travelling Preachers shall be organized by the General Conference into Annual Conferences, the sessions of which they are required to attend."—Discipline, 1924, paragraph 36.

(NOTE.—The Methodist Episcopal Church is organized in the same manner in all parts of the world. The General Conference, which meets once in each quadrennium, fixes the boundaries of all conferences. Annual Conferences elect their own representatives on all bodies upon nomination by the nominating committee.)

MES—Board of Missions of the Methodist Episcopal Church, South.

The Annual Conference "shall be composed of all the travelling preachers in full connection with it, and eight lay representatives—one of whom may be a local preacher—from each Presiding Elder's District."—Discipline, 1922, paragraph 44.

"The Mission Annual Conference shall be composed: (1) of all the missionaries employed by the Board of Missions and under appointment of the Bishop in charge of the Mission, (2) of all the Mission travelling preachers, (3) of lay members, the number of whom and the mode of their appointment each Mission Conference shall determine for itself, it being understood that local preachers may be lay delegates."—Discipline, 1922, paragraph 74.

"The Mission shall meet annually, and shall be composed of all regularly appointed missionaries and native preachers, with lay members, the number of whom and the mode of their appointment each Mission shall determine for itself."—Discipline, 1922, paragraph 84.

"For the consideration of financial and other matters relative to the policies of the Board of Missions, and the work of the Missionaries, the missionaries of each Mission field shall hold an annual Missionaries Meeting and report their proceedings to the Board of Missions."—Discipline, 1922, paragraph 87.

PN—Board of Foreign Missions of the Presbyterian Church in the U. S. A.

"In general a Mission consists of all foreign missionaries under appointment by the Board within specified territorial limits. No missionary

shall have a right to vote until after at least one year's service in connection with the Mission and until he or she shall have passed the language examination appointed for the first year (Manual, para. 24), and shall have been assigned to definite work. The married women missionaries are subject to the provisions of para. 24 of the Manual (para. 24 provides that all missionaries must take two years of language study)."—Manual of the Board of Foreign Missions of PN, revised and approved by the General Assembly, 1922, paragraph 32.

PS—Executive Committee of Foreign Missions of the Presbyterian Church in the U. S.

"The Mission is composed of all the male missionaries on the field. No native can become a member of the Mission except by appointment of the Executive Committee on the recommendation of the Mission."—Revised Manual of PS, 1915, p. 26.

RCA—Board of Foreign Missions of the Reformed Church in America.

"The Mission consists of all the missionaries of the Board in a particular country or within certain specified territorial limits. . . . No native shall be a member or take part in the action of such Mission."—Manual of RCA, prepared and published by the Board in 1909, p. 33.

RCUS—Board of Foreign Missions of the Reformed Church in the United States.

"The Mission consists of all the missionaries of the Board in China. Only one Mission in China."—From statement by Rev. G. R. Snyder, a missionary of RCUS in China.

SBC—Foreign Mission Board of the Southern Baptist Convention.

"The Board shall have the right to constitute the missionaries of a station, or district, into a mission, to act as their agent within the limits assigned."—Amended Rules of the SBC, revised and approved, 1906, p. 1.

UMS—United Christian Missionary Society.

"Where there are three or more missionaries on a field, they are required to organize themselves into a Mission."—Manual of the Foreign Christian Missionary Society, 1913, p. 15.

UFS—Foreign Mission Committee of the United Free Church of Scotland.

"A Mission Council shall consist of (1) all the missionaries from the Home Churches in the field, ordained and medical, (2) the minister and one representative Elder from each European congregation within the bounds, and (3) agents and friends of the Mission in the field nominated by the Mission Council and approved by the Foreign Mission Committee."—General Rules for the Guidance of Missionaries from Scotland appointed by the Foreign Mission Committee, the Women's Foreign Mission Committee and the Livingstonia Mission, 1909, p. 5.

ULC—Board of Foreign Missions of the United Lutheran Church in America.

The Muhlenberg Mission Conference Constitution, Article III, provides that "its membership shall consist of the missionaries of the Muhlenberg Mission." The same provision is made for the Japan Mission. The Council of the India Mission consists of all the missionaries of the Guntur and Rajamundry Conferences.—Rules for the Missionaries of the Board of Foreign Missions, 1920.

WMMS—Wesleyan Methodist Missionary Society.

"The Synod is limited to the task of supervision of the ministers and circuits in the District, and the Local Committee was instituted to be the agent of the Missionary Committee at home in the administration of its grants and the supervision of the work maintained by them. The Local Committee includes all the Missionaries in the District (though such as have not completed their probation have no vote) and also gentlemen (European or native) of proved devotion to our Missions and qualified by capacity and local experience to be of service in our counsels."—History of the WMMS by Findlay and Holdsworth, the Epworth Press, 1921, Vol. I, p. 165.



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